

# NSSC Board of Directors

August 27, 2008

# Agenda

- **NSSC Executive Overview**  
**Rick Arbuthnot, Executive Director**
- **Business & Administration**  
**Rebecca Dubuisson, Director,  
Business & Administration Office**
- **Service Delivery**  
**Joyce Short, Deputy Director**
- **Customer Satisfaction & Communication**  
**Frank Prochaska, Director,  
Customer Satisfaction &  
Communication Office**
- **New Business**  
**Ken Griffey, Deputy Director  
Business & Administration Office  
(Acting)**

## NSSC Executive Overview Agenda

- Actions From Last BOD
- NSSC Organization Chart
- Return on Investment
- Challenges: Benefits & Document Imaging
- Lessons Learned Focus Group
- Balanced Scorecard Update
- Service Provider Award Fee Plan Update
- Ribbon Cutting Ceremony Walkthrough



# Vision

Unparalleled Service

To provide timely, accurate, high quality, cost effective, and ***customer focused*** support for selected NASA business and technical services.

# Mission

# NSSC Organization Chart

## Executive Director's Office (XA000)

|                                   |                   |
|-----------------------------------|-------------------|
| Executive Director                | Richard Arbuthnot |
| Deputy Director                   | Joyce Short       |
| Counsel to the Executive Director | Troy Taylor       |
| EO & Diversity Manager            | Ruth McNeil       |
| Executive Secretary               | Kathy Slade       |

## Center Summary To-Date

|                           |             |
|---------------------------|-------------|
| ARC: 1                    | KSC: 10     |
| DFRC: 2                   | LaRC: 3     |
| GRC: 1                    | MSFC: 3     |
| GSFC: 2                   | SSC: 14     |
| HQ: 2                     | Outside: 91 |
| JSC: 2                    |             |
| <b>Total Onboard: 131</b> |             |

## Business & Administration Office (XB000)

|                       |                   |
|-----------------------|-------------------|
| Director              | Rebecca Dubuisson |
| Dep Director (Acting) | Ken Griffey       |
| Secretary             | Lorri Clark       |

- Bldg & Infrastructure Mgmt Team
- Human Resource Mgmt Team
- Operations & Budget Mgmt Team

## Service Delivery Directorate (XD000)

|                 |                |
|-----------------|----------------|
| Director        | Joyce Short    |
| Deputy Director | Kenneth Newton |
| Secretary       | Nancy Cuty     |
| Secretary       | Nyja Johnson   |

### Financial Mgmt Division (XD010)

Chief Cindy Epperson

- Financial Service Br (XD011)
- Payroll/Travel Br (XD012)
- Financial Accounting Branch (XD013)

### HR Services Division (XD020)

Chief Dan Mangieri

- HR Program Services & Operations Team
- HRIS, HR Training, & Awards Team

### Information Technology Division (XD030)

Chief Terry Jackson

- CIO & IT Security Services Team
- NSSC Operations Mgmt Team
- Future Requirements (ODIN)

### Procurement Division (XD040)

Chief Nick Etheridge

- Research Activities Br (XD041)
- Procurement Ops Br (XD042)
- Procurement Mgmt Br (XD043)

## Customer Satisfaction and Communications Office (XC000)

|           |                 |
|-----------|-----------------|
| Director  | Frank Prochaska |
| Secretary | Paula Viola     |

- Communications Team
- Center Liaisons Team

# Return On Investment Status



## NSSC and Center Projected Costs

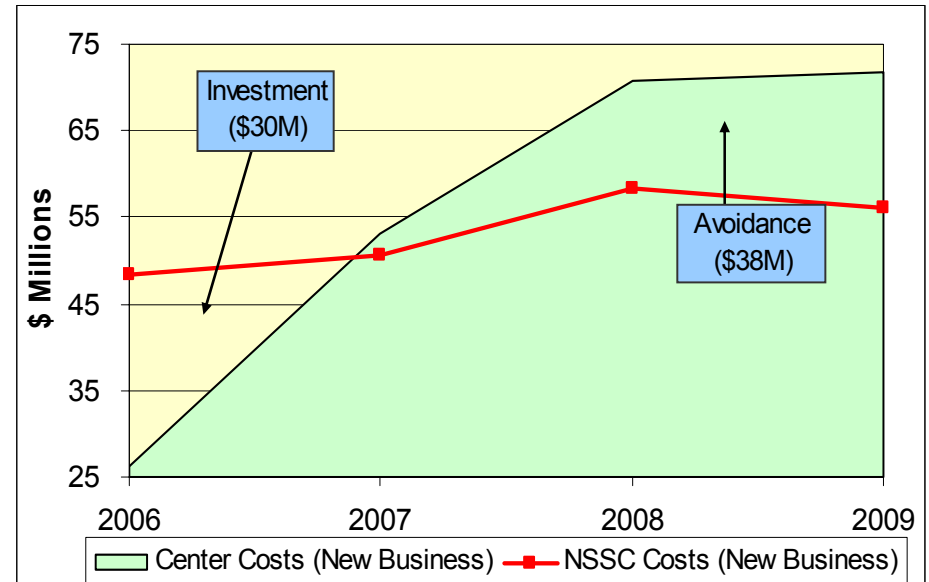
Apr-08

|                                      | 2006    | 2007    | 2008    | 2009    |
|--------------------------------------|---------|---------|---------|---------|
| Center Costs FY02<br>Center Provided | \$ 26.4 | \$ 52.1 | \$ 67.0 | \$ 70.2 |
| Center Costs FY02<br>w/New Business  | \$ 26.4 | \$ 53.2 | \$ 70.8 | \$ 71.7 |
| NSSC (Full Costs)                    | \$ 30.3 | \$ 42.3 | \$ 57.7 | \$ 55.2 |
| NSSC (Full Costs)<br>w/New Business  | \$ 30.3 | \$ 42.8 | \$ 58.3 | \$ 56.2 |

|                  |          |         |         |         |
|------------------|----------|---------|---------|---------|
| Agency Avoidance | \$ (3.9) | \$ 10.4 | \$ 12.4 | \$ 15.5 |
|------------------|----------|---------|---------|---------|

\$Millions

|                  |         |        |  |  |
|------------------|---------|--------|--|--|
| Start Up Funding | \$ 18.1 | \$ 7.9 |  |  |
|------------------|---------|--------|--|--|



|                  | 2006      | 2007     | 2008    | 2009    | 2010    | 2011    | 2012    | 2013    | 2014     | 2015    |
|------------------|-----------|----------|---------|---------|---------|---------|---------|---------|----------|---------|
| Annual Avoidance | \$ (22.0) | \$ 2.5   | \$ 12.4 | \$ 15.5 | \$ 16.1 | \$ 16.8 | \$ 17.4 | \$ 18.1 | \$ 18.9  | \$ 19.6 |
| Cumulative       | \$ (19.6) | \$ (7.1) | \$ 8.4  | \$ 24.5 | \$ 41.3 | \$ 58.7 | \$ 76.9 | \$ 95.7 | \$ 115.3 |         |

|                         |        |
|-------------------------|--------|
| NPV (\$M)               | \$95.2 |
| Payback Period          | 3.46   |
| Internal Rate of Return | 48%    |

For a 10 year period escalated savings at 4%, discounted at 2.5% (per Implementation Plan).

Years

Over 10 years

| Drivers |  | Impact    |                   |              |               |                  |
|---------|--|-----------|-------------------|--------------|---------------|------------------|
| Date    | Description                                    | NPV (\$M) | Payback (# years) | IRR (10 yrs) | Savings (\$M) | Break Even Date* |
| Apr-05  | Pre-Katrina Initial Calculation                | 81.1      | 2.69              | 61%          | NA            | 08-Jun-08        |
| Feb-06  | Post-Katrina Adjustment                        | 79.6      | 2.83              | 66%          | 95.3          | 29-Jul-08        |
| Apr-07  | Approved New Business+\$26M Start Up Funding   | 71.1      | 3.54              | 42%          | 86.6          | 15-Apr-09        |
| Oct-07  | FY07 Actuals Update+New Business Adjustment    | 77.9      | 2.95              | 52%          | 93.7          | 11-Sep-08        |
| Jan-08  | Agency Delay in AP/AR/FBWT                     | 77.6      | 3.23              | 48%          | 93.9          | 22-Dec-08        |
| Apr-08  | Updated FY09 budget and FY07 Actuals for GHS   | 113.4     | 3.09              | 59%          | 136.3         | 01-Nov-08        |
| Apr-08  | Adjusted Center Costs for All Years (Jay Henn) | 95.2      | 3.46              | 48%          | 115.3         | 16-Mar-09        |

\*From 1 Oct 05. Official NSSC baseline Break Even Day is 15 Apr 09. Original savings projected at \$6M to \$8M per year.

## Challenges - Benefits

- Overestimated SP's ability to attract and retain federal benefits experience
- Underestimated the learning curve for private sector benefits specialists to master federal benefits rules
  - Performance against tiered retirement service level indicators unstable early on
  - Customer feedback indicated dissatisfaction with benefits counseling
- Processes modified to increase involvement of civil servant staff in processing retirements in March
- In August NSSC further expanded the civil servant role
  - Survivor counseling transitioned to civil servant
  - Retirement counseling transitioned to civil servant
- The NSSC is monitoring this area closely



## Challenges – Customer Service and Document Imaging

- After transitioning the preponderance of high-profile, high-volume activities this year (Benefits, PAP, eOPF maintenance, AP/AR/FBWT); the stress on components of the NSSC's cross-cutting infrastructure increased significantly
- Customer Service
  - » HR, Grants, and Change of Station
- Document Imaging
  - » HR, Grants, and Accounts Payable
- The stress is manifested by
  - » An increase in customer service complaints
  - » An increase in the time to answer
  - » Glitches in the NSSC's electronic document management system
- The NSSC is taking aggressive steps to address these vulnerabilities



## Lessons Learned Focus Group

- Focus Group of known, dissatisfied customers
  - In response to top concerns from NSSC customers, NSSC is developing a responsiveness initiative; a key element of this initiative includes a lessons learned focus group
  - This fall, 5-10 employees will be invited to NSSC to speak with top management about their experiences and provide input for lessons learned
  - Beyond having a traditional focus group comprised of individuals, with a variety of experiences, NSSC is actively seeking a group comprised of dissatisfied customers
  - NSSC will identify customers who have had less than desirable interactions with NSSC in specific, high-impact service areas (new employee in-processing, travel vouchering, COS, and ETDY counseling)
  - Director of CSCO will call and extend an invitation
  - NSSC will pay travel expenses
  - Director of CSCO and the Deputy Director of Service Delivery will participate in the focus group
  - Focus groups are tentatively scheduled for October

# Investing in Employees

- Attract, develop, and retain a high-quality workforce
  - NASA: 12.0% hiring delta against approved staffing plan: 128 vs 145 (EOY)
  - Service Provider: 4.0% delta against staffing plan: 344 vs 357 (EOY)
  - Attrition Rate: NASA 12.9%; Service Provider 15.4%; total 14.7% (excluding NSSC Liaisons, NASA rate is 9.6%)
  - Six training sessions were conducted by the NSSC Training Officer on the new SATERN Individual Development Plan
  - 58.0% of workforce has completed 20+ hours of developmental training this FY
  - 2 employees selected into the 2008 SESCDP class
  - NSSC is participating in the HQ ODEO Conflict Management Program initiative; approximately 35% of the civil servant workforce has been trained to date
    - » Participant feedback has been very favorable; balance of civil servants will be trained by the end of October
    - » Due to the close working relationship between NASA and the SP, all SP employees will also be trained within the next 6 months

## Service Provider Award Fee Plan Update

- Customer Satisfaction (**10%**) evaluation will be based on totally objective assessment using three SLIs: Customer Satisfaction; Initial Call Resolution; and Average Speed to Answer
- Technical Performance (55%) evaluation will be based primarily on objective assessment utilizing a weighted three (3) tier approach for 50 of the **55%** available:
  - Level 1 Performance Measures (SLIs for core services to include AP Processing, Payroll Processing, Travel Voucher Processing, Benefits Processing, Personnel Action Processing, and Training Purchases): weighting of 60%
  - Level 2 Performance Measures (SLIs for non-core services): weighting of 30%
  - Level 3 Performance Measures (additional performance standards included in the contract): weighting of 10%

## Service Provider Award Fee Plan Update (continued)

- Technical Performance will continue to have a subjective assessment component (5%) that will be an evaluation of the SP's overall program management and cross-cutting support
- Cost Performance (**25%**) evaluation pursuant to Agency Award Fee Guidelines will be based on the SP's ability to manage to within +/- 2% of contract value
- Business Management (**5%**) evaluation will continue to be a subjective assessment of the SP's ability to perform contract administration to include sub-contract management, DRD reporting, and GFP/GFE/GFI management
- Small Business Goals (**5%**) achievement will be an objective assessment
- Overall 90% of the score will be based on objective measurable criteria; while 10% will continue to be based on subjective assessment

# Ribbon Cutting Ceremony Walkthrough

## 1 to 2 p.m.

- Master of Ceremonies
- National Anthem
- Remarks

Rick Arbuthnot  
Executive Director, NASA Shared Services Center

Cynthia Davis  
NASA Shared Services Center

Robert Cabana  
Director, Stennis Space Center

Charles Scales  
NASA Associate Deputy Administrator

Jim Sheaffer  
President, CSC North American Public Sector

Gene Taylor  
U.S. Congressman

Roger Wicker  
U.S. Senator

Haley Barbour  
Mississippi Governor

- Ribbon Cutting

Mississippi Governor Haley Barbour

U.S. Senator Roger Wicker

U.S. Congressman Gene Taylor

Charles Scales (NASA)

Rick Arbuthnot (NSSC)

Robert Cabana (SSC)

Jim Sheaffer (CSC)

## 2:15 to 3:15 p.m.

- Reception

NASA Shared Services Center, Building 1111

Rebecca Dubuisson  
Director, Business & Administration Office

## Business & Administration Agenda

- Organization Chart
- Operations & Budget Management
- Agency Activities
- Building & Infrastructure Management
- Center Level Risk Summary
- Human Resources Management (Internal)
- Staffing



# Business & Administration Office

## Director (XB000)

|                          |                   |
|--------------------------|-------------------|
| Director                 | Rebecca Dubuisson |
| Deputy Director (Acting) | Ken Griffey       |
| Secretary                | Lorri Clark       |

Authorized Ceiling: 4      Current Headcount: 4

### Building & Infrastructure Mgmt

Lead                      Jim Barnett

- Facility Management
- Safety
- Security/HSPD-12
- Emergency Action
- Continuity of Operations
- Property Custodian
- Export Control
- Environmental
- Privacy Act
- Records Management
- Forms Management
- Documents/Directives
- Special Projects

Authorized Ceiling: 7      Current Headcount: 7

### Operations & Budget Mgmt

Lead                      Bob Poncet

- Chargeback Management
- Budget Formulation/Execution
- Resources Management
- Performance Reporting
- Program Analysis
- Funds Distribution
- WCF & Corp G&A Management
- WCF Accounting, IPAC, Billing
- Continuous Monitoring Program
- Contractor Cost Analysis
- Costing
- Conference Reporting
- Statement of Assurance
- Workforce Planning
- Labor Analysis
- Staffing Management
- PCS Coordination
- Travel Management
- WebTADS Management
- SAP Systems Support/Training
- Agency Contracts Support
- Contract Officer Support
- Special Projects

Authorized Ceiling: 3      Current Headcount: 3

### Human Resources Mgmt

Lead                      Anita Harrell

- Staffing & Recruiting
- Classification
- Position Management
- Personnel Action Processing
- Workforce Planning
- Employee Benefits
- Awards & Recognition
- Employee Relations
- Retirement
- New Employee Orientation
- Continuing Education
- Self Assessment
- Individual Development
- Leadership Development
- Training Plans
- Management Consultation
- Special Projects

*All planned in NSSC Overhead*

# Operations and Budget Management

- Balanced Scorecard S.3: establish an awareness of and maintain an environment of fiscal accountability
  - Complete benchmarking of other shared services organizations
    - » Contract awarded for private industry benchmarks (AP, Travel, and Payroll)
    - » Projected completion in September 2008
  - Establish and maintain competitive prices
    - » FY09 rates are established and will be used as the baseline rates; goal is to reduce rates by 3% by next budget cycle
  - Educate customers/stakeholders on the rate development process
    - » Chargeback tutorial provided to BOD during May 2008
    - » NSSC Day chargeback briefings provided to HQ/Center functional representatives July 2008
    - » Senior Focus Group – detailed chargeback review July 2008
  - Establish and maintain an optimal balance between functional and overhead costs
    - » Baseline FY08 budgeted at 28% of Working Capital-funded services; goal is to reduce OH rates by at least 2% by September 30, 2008; actual rate through July 2008 is 31%; driver is Bldg. 1111 procurement costs

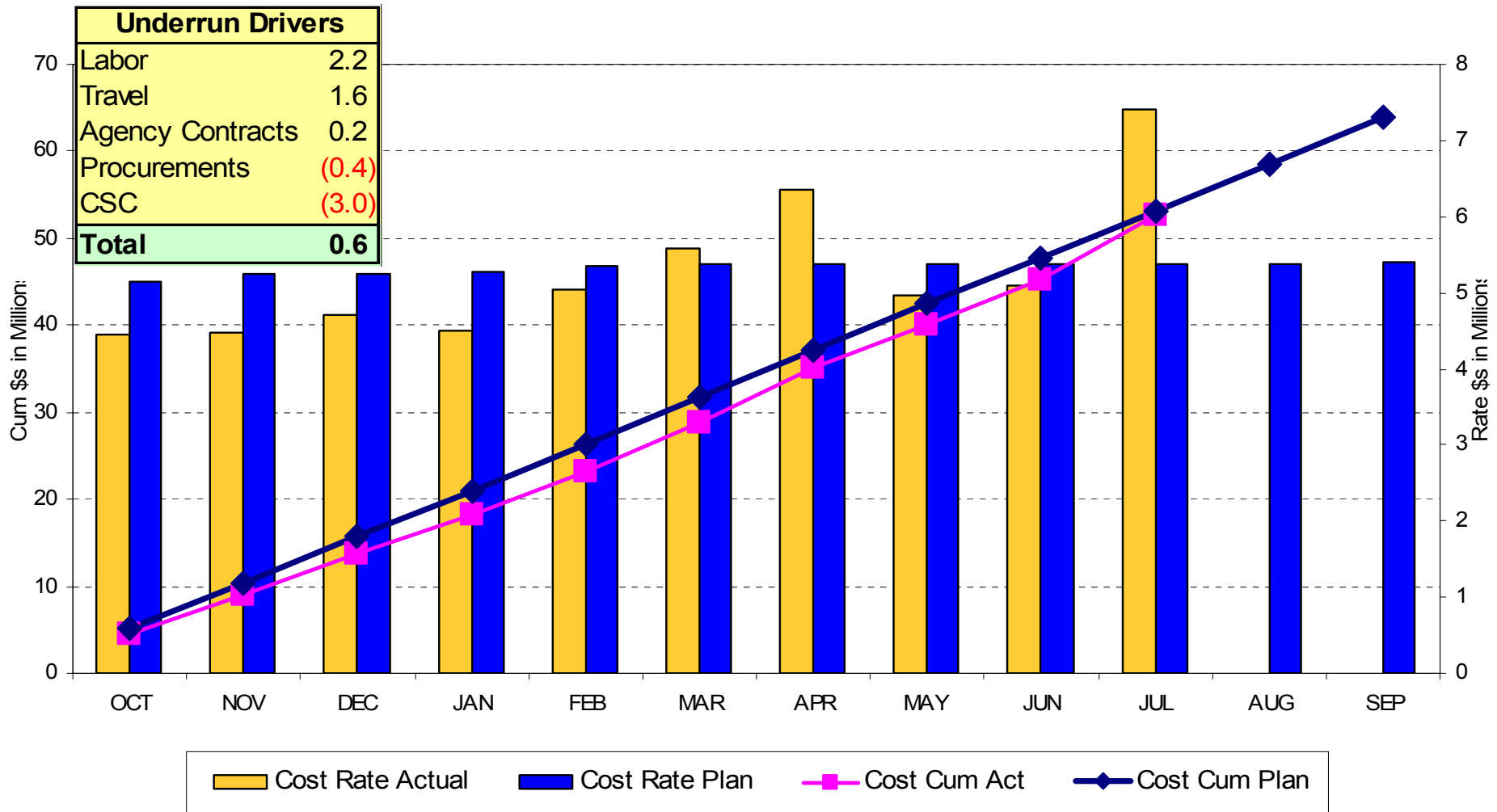
## Operations & Budget Management (continued)

- Consolidated and analyzed data in support of new business cases including
  - Agency Staffing
  - EPTS
  - Simplified Acquisitions
- Completed NSSC Statement of Assurance
  - Prepared Annual Statement of Assurance - Executive Director provided an Unqualified Certification of Reasonable Assurance Over Internal Control

# Operations and Budget Management

- FY2011 PPBE Schedule
  - Aug 25: Data call package sent out to all Centers to project utilization and training procurement requirements for FY10-15
  - Sep 26: All Center submits due to NSSC
  - Oct 24: All Center submits validated with Centers and adjusted accordingly
  - Oct 31: Validated data sent back to Centers for review and comment
  - Nov 28: Contractor estimate to support updated utilization for FY10-15
  - Dec 19: Complete analysis of costs and projected utilization to determine service level rates and Center chargebacks; Center participation in this phase
  - Jan 30: SSC management decisions on final rates and Center chargebacks; review with Chargeback Senior Focus Group prior to Agency ViTS
  - Feb: Agency ViTS to review rates and chargebacks; PRG input submit to PAE
  - Mar-May: Support budget formulation for Agency activities not funded by WCF

# NSSC Total Cost FY08 (Includes WCF/Corporate G&A)



|                  | <u>OCT</u> | <u>NOV</u> | <u>DEC</u> | <u>JAN</u> | <u>FEB</u> | <u>MAR</u> | <u>APR</u> | <u>MAY</u> | <u>JUN</u> | <u>JUL</u> | <u>AUG</u> | <u>SEP</u> | <u>EOY</u> |
|------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Cost Rate Plan   | 5.1        | 5.2        | 5.3        | 5.3        | 5.4        | 5.4        | 5.4        | 5.4        | 5.4        | 5.4        | 5.4        | 5.4        |            |
| Cost Rate Actual | 4.5        | 4.5        | 4.7        | 4.5        | 5.0        | 5.6        | 6.3        | 5.0        | 5.1        | 7.4        |            |            |            |
| Delta            | -13%       | -15%       | -10%       | -15%       | -6%        | 4%         | 18%        | -8%        | -5%        | 38%        |            |            |            |
| Cost Cum Plan    | 5.1        | 10.4       | 15.7       | 20.9       | 26.3       | 31.7       | 37.0       | 42.4       | 47.8       | 53.2       | 58.6       | 64.0       | 63.5       |
| Cost Cum Act     | 4.5        | 8.9        | 13.6       | 18.2       | 23.2       | 28.8       | 35.1       | 40.1       | 45.2       | 52.6       |            |            |            |
| Delta            | -13%       | -14%       | -13%       | -13%       | -12%       | -9%        | -5%        | -6%        | -6%        | -1%        |            |            | -1%        |

# FY08 Projected Earnings



|  | SLA<br>Rate<br>(\$) | Actual<br>Rate<br>(\$) | Projected<br>Rate<br>(\$) | SLA<br>Utilization | Projected<br>Utilization | Projected<br>Gain/(Loss)<br>(\$K) |
|--|---------------------|------------------------|---------------------------|--------------------|--------------------------|-----------------------------------|
| <b>Financial Management</b>            |                     |                        |                           |                    |                          | <b>(\$4,610)</b>                  |
| Accounts Payable                       | 259                 | 581                    | 380                       | 37,404             | 26,093                   | (\$3,162)                         |
| Accounts Receivable                    | 241                 | 630                    | 454                       | 13,497             | 9,028                    | (\$1,923)                         |
| Payroll/Time & Attendance Processing   | 160                 | 107                    | 103                       | 20,018             | 20,018                   | \$1,143                           |
| Travel Services                        | 60                  | 66                     | 72                        | 72,781             | 76,463                   | (\$911)                           |
| PCS Relocation Assistance              | 1,977               | 1,164                  | 1,481                     | 291                | 492                      | \$243                             |
| <b>Human Resources</b>                 |                     |                        |                           |                    |                          | <b>(\$2,508)</b>                  |
| Support to Personnel Programs          | 165                 | 147                    | 153                       | 20,018             | 20,018                   | \$254                             |
| Employee Development and Training      | 156                 | 136                    | 146                       | 20,018             | 20,018                   | \$206                             |
| Employee Benefits                      | 126                 | 157                    | 171                       | 20,018             | 20,018                   | (\$912)                           |
| SES Case documentation                 | 10,201              | 9,026                  | 8,837                     | 105                | 64                       | \$87                              |
| Human Capital Information Environment  | 113                 | 130                    | 138                       | 20,018             | 20,018                   | (\$497)                           |
| Personnel Action Processing and Record | 92                  | 220                    | 201                       | 27,863             | 15,142                   | (\$1,646)                         |
| <b>Procurement</b>                     |                     |                        |                           |                    |                          | <b>\$1,909</b>                    |
| Other Agency Procurement Services      | 238                 | 125                    | 139                       | 20,018             | 20,018                   | \$1,979                           |
| Grants and Cooperative Agreements      | 3,453               | 3,214                  | 3,543                     | 2,196              | 2,196                    | (\$197)                           |
| SBIR/STTR Contracts                    | 5,642               | 4,048                  | 4,586                     | 351                | 344                      | \$363                             |
| Offsite Training                       | 136                 | 121                    | 132                       | 12,523             | 11,000                   | \$43                              |
| Onsite Training < \$25K & COTS         | 382                 | 1,201                  | 1,091                     | 978                | 421                      | (\$298)                           |
| Onsite Training > \$25K & NonCOTS      | 1,018               | 620                    | 753                       | 81                 | 74                       | \$19                              |
| <b>Customer Satisfaction</b>           |                     |                        |                           |                    |                          | <b>\$37</b>                       |
| Center Liaison Support                 | 130,027             | 102,379                | 124,348                   | 9                  | 7                        | \$37                              |
| <b>Total EOY Service Earnings</b>      |                     |                        |                           |                    |                          | <b>(5,171)</b>                    |
| <b>Total FY06 Earnings</b>             |                     |                        |                           |                    |                          | <b>9,155</b>                      |
| <b>Total FY07 Earnings</b>             |                     |                        |                           |                    |                          | <b>2,802</b>                      |
| <b>Cumulative Gain/Loss</b>            |                     |                        |                           |                    |                          | <b>6,785</b>                      |

Actual Rate = YTD Costs / YTD Utilization  
 Projected Rate = Projected EOY Costs / Projected EOY Utilization  
 Projected Earnings = (SLA Rate - Projected Rate) \* Projected Utilization  
 \* rates rounded to nearest dollar

# Agency Activities

- Funded by sources other than WCF
- Require tracking funding and costs in addition to WCF operations
- Do not impact current service rates in the WCF
- Additional activities may require more staffing to support (future funding issue)

| (\$ Thousands)    |   | FY08          | FY09          | FY10          | FY11          | FY12          | FY13          | FY14          |
|-------------------|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>WBS</b>        | <b>Total NSSC Guideline</b>                               | <b>12,421</b> | <b>13,108</b> | <b>11,579</b> | <b>10,761</b> | <b>11,043</b> | <b>11,024</b> | <b>11,522</b> |
| <b>CMAO</b>       |   | <b>2,664</b>  | <b>5,026</b>  | <b>4,229</b>  | <b>3,561</b>  | <b>3,398</b>  | <b>3,398</b>  | <b>3,398</b>  |
| 463637.22.10      | Agency Contract Closeout                                  | 2,260         | 2,723         | 2,512         | 2,448         | 2,383         | 2,383         | 2,383         |
| 463637.03.10      | ONR Grants Admin  | -             | 1,600         | 1,000         | 400           | 300           | 300           | 300           |
| 463637            | HHS Grants AP   | -             | 300           | 300           | 300           | 300           | 300           | 300           |
| ?                 | DCMA/DCAA Contract Admin                                  | -             | TBD           | TBD           | TBD           | TBD           | TBD           | TBD           |
| 942404.05.10      | DOI ePayroll (HQ)   | 404           | 403           | 417           | 413           | 415           | 415           | 415           |
| <b>Agency Ops</b> |   | <b>4,640</b>  | <b>4,666</b>  | <b>4,964</b>  | <b>4,702</b>  | <b>5,030</b>  | <b>4,889</b>  | <b>5,258</b>  |
| 067903.01.12      | Agency 1102 Training                                      | 183           | 361           | 657           | 394           | 722           | 425           | 794           |
| 149021.02.12      | Employee Express  | 131           | 131           | 131           | 131           | 131           | 131           | 131           |
| 149021.02.12      | DOI ePayroll (Agency)                                     | 3,773         | 3,614         | 3,616         | 3,617         | 3,617         | 3,773         | 3,773         |
| 149021.02.12      | FSA Admin   | 553           | 560           | 560           | 560           | 560           | 560           | 560           |
| <b>OCIO</b>       |   | <b>5,117</b>  | <b>3,416</b>  | <b>2,386</b>  | <b>2,498</b>  | <b>2,615</b>  | <b>2,737</b>  | <b>2,866</b>  |
| 546815.01.02.12   | ODIN IV&V   | 125           | 125           | 125           | 125           | 125           | 125           | 125           |
| 540109.11.12      | Agency Print Manager                                      | 119           | 155           | 161           | 168           | 174           | 181           | 189           |
| 998913.04.14.12   | Enterprise Architect Payroll/Trvl                         | 16            | -             | -             | -             | -             | -             | -             |
| 998913.04.14.12   | Enterprise Architect Contract<br>NASA Consolidated Active | 744           | 2,100         | 2,100         | 2,205         | 2,315         | 2,431         | 2,553         |
| 770533.05.12      | Directory (NCAD)  | 2,360         | 1,036         | TBD           | TBD           | TBD           | TBD           | TBD           |
| 455379.04.21.12   | Data at Rest (DAR)  | 1,753         | TBD           | TBD           | TBD           | TBD           | TBD           | TBD           |



## Building & Infrastructure Management

- NSSC Bldg. 1111: three-story, LEED Silver facility located in the SSC Administrative Complex
  - 460 staff moved across successive weekends from May 24 through August 2, 2008
  - Payroll section of 11 staff moved to Bldg. 1100 last December and will remain there due to increased space needs for new hires in 1111
  - Auditors, transition support, SEB, and other visitors also occupying space throughout the building
- COOP
  - All essential functions are scheduled for testing during August 2008 (IT testing planned during October 2008 at the SunGard facility)
  - ERG participated in annual refresher training, two classes, completed in June
  - Annual Hurricane Awareness Training, four classes, completed in June

# NSSC Center Level Risk Summary

## August 08



| P<br>R<br>O<br>B<br>A<br>B<br>I<br>L<br>I<br>T<br>Y | 5 |      |   |                             |   |   |
|---|---|------|---|-----------------------------|---|---|
|   | 4 |      |   | 5376 5900                   |   |   |
|   | 3 |      |   | 5077 4687 4073<br>5898 5899 |   |   |
|   | 2 | 4725 |   |                             |   |   |
|   | 1 |      |   |                             |   |   |
|   |   | 1    | 2 | 3                           | 4 | 5 |

**CONSEQUENCE**

### Risk Summary

#### Open Risks

- Red: 0
- Yellow: 7
- Green: 1

- All NSSC risks are reviewed and rated in Active Risk Manager (ARM)
- Mitigation/contingency plans have been developed and are tracked within ARM

| <b>Risk #</b> | <b>Risk Title</b>   | <b>Probability</b> | <b>Cost</b> | <b>Schedule</b> | <b>Performance</b> |
|---------------|---|--------------------|-------------|-----------------|--------------------|
| 5900          | AP Wave IV Staffing   | 4                  | 0           | 0               | 3                  |
| 4073          | COOP Activation   | 3                  | 3           | 3               | 3                  |
| 4687          | Lack of Consistent Use of Workforce Transformation Tracking System by the Centers | 3                  | 0           | 0               | 3                  |
| 5077          | AP-PPA Compliance   | 3                  | 2           | 0               | 3                  |
| 5376          | AP – Wave IV Residual Invoices  | 4                  | 0           | 0               | 3                  |
| 5898          | Delayed Delivery of Electronic Documents to Functional Areas for Processing       | 3                  | 0           | 0               | 3                  |
| 5899          | Failure to Deliver a Document to the Functional Area for Processing               | 2                  | 0           | 0               | 3                  |
|               |   |                    |             |                 |                    |

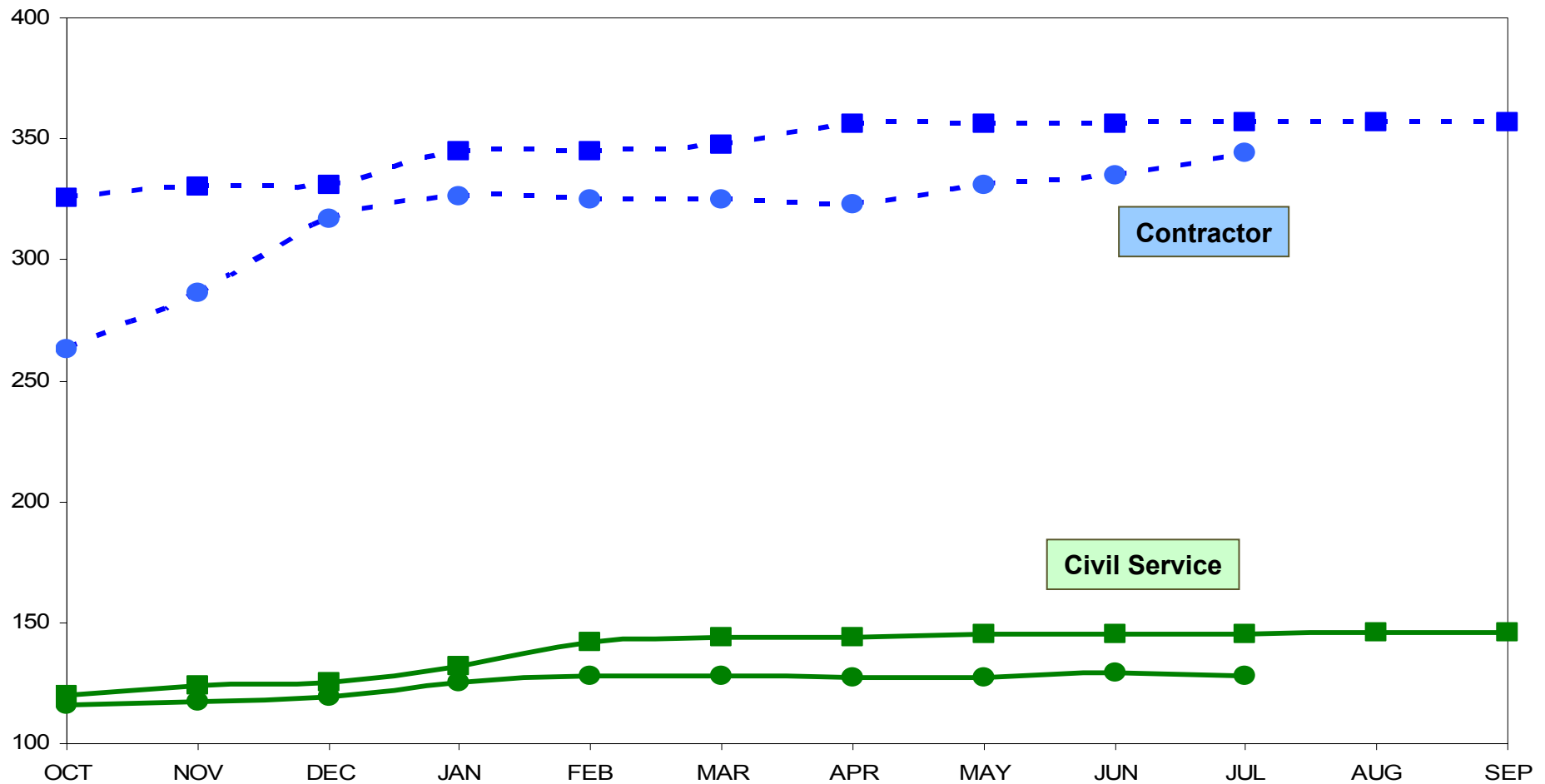
## NSSC Center Level Low Risks Summary

| Risk # | Risk Title                            | Probability | Cost | Schedule | Performance |
|--------|---------------------------------------|-------------|------|----------|-------------|
| 4725   | SATERN Three Character Type Passwords | 2           | 1    | 0        | 1           |

## Human Resources Management (Internal)

- Balanced Scorecard S.8: attract, develop, and maintain a high-quality, diverse workforce
  - Onboard NASA staffing: 128 against an EOY plan of 146 (expect to go out of year at 131)
  - NASA NSSC attrition 12.9% (9.6% if liaisons are excluded from base)
  - 12% of our employees have participated in Agency/local leadership development programs this FY
  - Met with supervisors to discuss the Competency Management System to ensure employee competencies appropriately identified, reviewed, and validated: 93% of employee competencies have been validated by managers/SMEs
  - Encouraging the use of SATERN IDPs
    - » Six IDP training sessions conducted
    - » 12% of workforce have approved IDPs
    - » 5% pending review by supervisor
    - » 15% of workforce have draft IDPs developed
  - Supported CFO University Education Initiative (training and content)

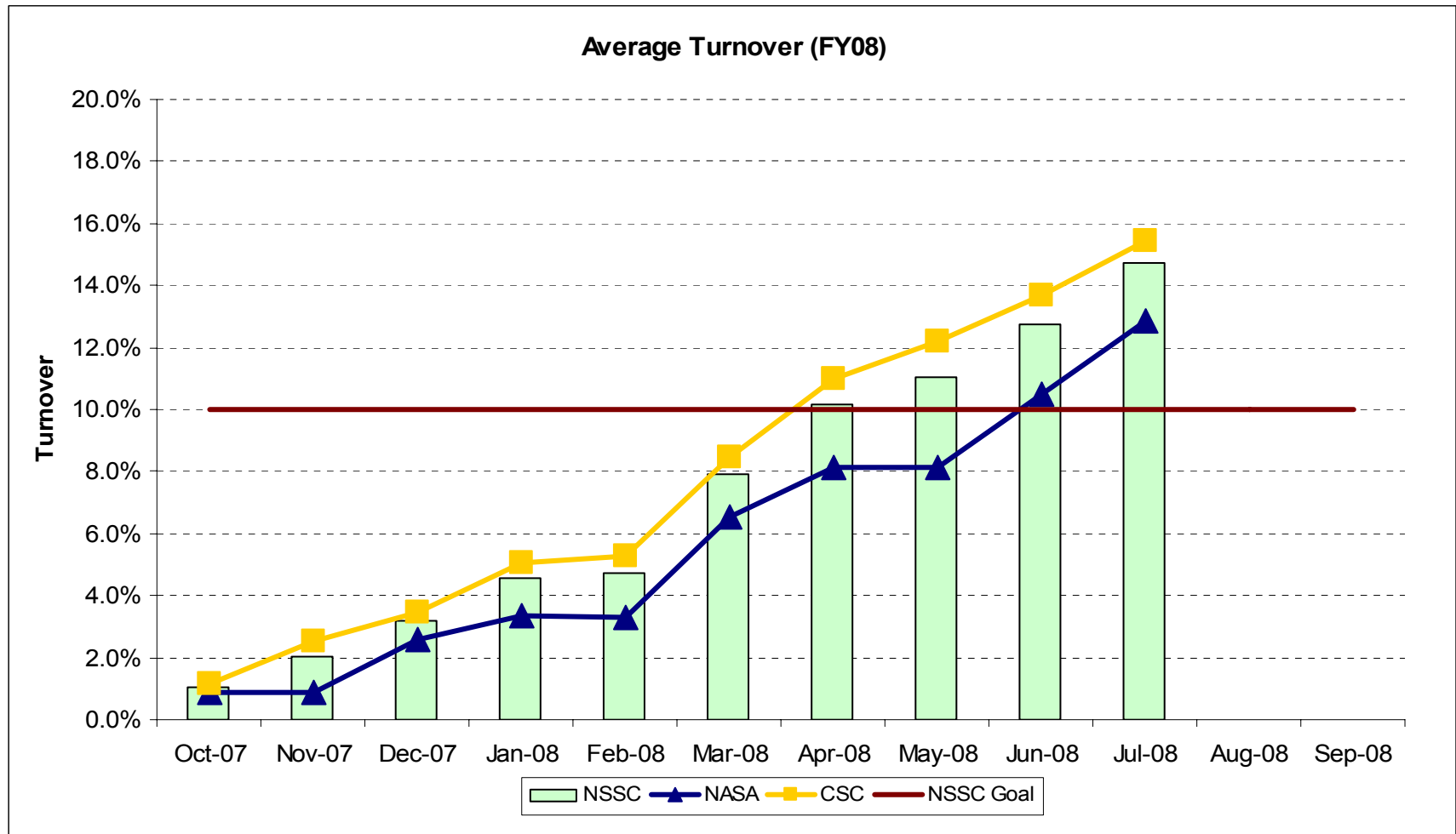
# Staffing FY08



■ Civil Service Plan 
 ● Civil Service Actual 
 ■ Contractor Plan 
 ● Contractor Actual

|                      | <u>OCT</u> | <u>NOV</u> | <u>DEC</u> | <u>JAN</u> | <u>FEB</u> | <u>MAR</u> | <u>APR</u> | <u>MAY</u> | <u>JUN</u> | <u>JUL</u> | <u>AUG</u> | <u>SEP</u> | <u>EOY</u> |
|----------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Contractor Plan      | 326        | 330        | 331        | 345        | 345        | 347        | 356        | 356        | 356        | 357        | 357        | 357        | 357        |
| Contractor Actual    | 263        | 286        | 317        | 326        | 325        | 325        | 323        | 331        | 335        | 344        |            |            |            |
| Delta                | -19%       | -13%       | -4%        | -5%        | -6%        | -6%        | -9%        | -7%        | -6%        | -4%        |            |            |            |
| Civil Service Plan   | 120        | 124        | 125        | 132        | 142        | 144        | 144        | 145        | 145        | 145        | 146        | 146        | 131        |
| Civil Service Actual | 116        | 117        | 119        | 125        | 128        | 128        | 127        | 127        | 129        | 128        |            |            |            |
| Delta                | -3%        | -6%        | -5%        | -5%        | -10%       | -11%       | -12%       | -12%       | -11%       | -12%       |            |            |            |

# NSSC Attrition FY08



|      | Oct-07 | Nov-07 | Dec-07 | Jan-08 | Feb-08 | Mar-08 | Apr-08 | May-08 | Jun-08 | Jul-08 | Aug-08 | Sep-08 |
|------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| NASA | 0.9%   | 0.9%   | 2.6%   | 3.4%   | 3.3%   | 6.5%   | 8.1%   | 8.1%   | 10.5%  | 12.9%  |        |        |
| CSC  | 1.1%   | 2.6%   | 3.5%   | 5.0%   | 5.3%   | 8.5%   | 11.0%  | 12.2%  | 13.7%  | 15.4%  |        |        |
| NSSC | 1.1%   | 2.0%   | 3.2%   | 4.6%   | 4.7%   | 7.9%   | 10.2%  | 11.0%  | 12.8%  | 14.7%  |        |        |
| NASA | 1      | -      | 2      | 1      | -      | 4      | 2      | -      | 3      | 3      |        |        |
| CSC  | 3      | 4      | 3      | 5      | 1      | 10     | 8      | 4      | 5      | 6      |        |        |
| NSSC | 4      | 4      | 5      | 6      | 1      | 14     | 10     | 4      | 8      | 9      |        |        |



## Human Resources Management (Internal)

- Coordinated Honor Awards Ceremony June 2008
- Telework pilot under consideration
- Completed ARC Delegated Examining Unit audit
- Special projects supported
  - HR optimization
  - ePD
  - WTTS upgrade
  - HCIE
  - Staffing business case

# Joyce Short, Deputy Director, NSSC and Director, Service Delivery Service Delivery Update

## Service Delivery Agenda

- Performance overview
- Transition update
  - Benefits
  - eTravel
  - HRIS
  - AP/AR/FBWT
- Cross-cutting infrastructure
  - Customer Relations
  - Document Imaging
- Extended TDY and Guaranteed Home Sale - assess and improve

# Service Delivery Agenda

- Procurement
  - Grants EOY Plan
  - ODIN Recompete
  - Security Services
- Benchmarking activities
- Challenges

## Performance Overview

- July 2008 performance
  - 20 of 21 indicators were green
    - » 13 were at 100%
    - » 6 were at or above 95%
    - » Customer satisfaction
      - 87% are satisfied or very satisfied with CCC service
      - CCC answered 6,156 calls (8,225 total inquiries)
  - October 1 to July 31, 2008 cumulative performance
    - » 198 of 213 (93%) indicators were green

# Scorecard – By Month



| Activity by Center             | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jly | Aug | Sep |
|--------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Payroll                        | G   | G   | G   | G   | G   | G   | G   | G   | G   | G   |     |     |
| Domestic Travel                | G   | G   | G   | G   | G   | G   | G   | G   | G   | G   |     |     |
| Foreign Travel                 | G   | G   | G   | G   | G   | G   | G   | G   | G   | G   |     |     |
| PCS (6) Travel                 | G   | G   | G   | G   | G   | G   | G   | G   | G   | G   |     |     |
| PCS (15) Travel                | G   | G   | G   | G   | G   | G   | G   | G   | G   | G   |     |     |
| PCS (30) Travel                | G   | G   | G   | G   | G   |     | G   |     | G   | G   |     |     |
| Relocation Assistance          | G   | G   | G   | G   | G   | G   | G   | G   | G   | G   |     |     |
| Agency Honor Awards            | G   | G   | G   | G   | G   | G   | G   | G   | G   | G   |     |     |
| Off-Site Training              | G   | G   | G   | G   | G   | G   | Y   | G   | G   | G   |     |     |
| Internal Training <25K         | G   | G   | G   | G   | G   | G   | G   | G   | G   | G   |     |     |
| Internal Training >25K         | G   | G   | G   | G   | G   | G   | G   | G   | G   | G   |     |     |
| SES Appointments               | G   | G   | G   | R   | G   | G   | G   | G   | G   | G   |     |     |
| SES CDP Mentor Appraisals      | G   | G   | G   |     | G   | G   |     | R   | G   |     |     |     |
| Retirement Estimate - 10 day   |     |     |     | G   | R   | R   | G   | G   | G   | G   |     |     |
| Retirement Estimate - 20 day   |     |     |     | G   | G   | R   | G   | G   | G   | G   |     |     |
| Retirement Estimate - 45 day   |     |     |     | G   | G   | G   | G   | G   | G   |     |     |     |
| Retirement Processing - 10 day |     |     |     | G   | G   | G   | G   | G   | G   | G   |     |     |
| Retirement Processing - 20 day |     |     |     |     |     |     |     |     |     |     |     |     |
| eOPF                           |     |     |     | G   | R   | R   | G   | G   | G   | G   |     |     |
| Personnel Action Processing    |     |     |     | G   | G   | G   | G   | G   | G   | G   |     |     |
| Grants                         | G   | G   | G   | G   | G   | G   | G   | G   | G   | G   |     |     |
| SBIR / STTR - Phase 1          |     |     | G   | G   | G   |     |     |     |     |     |     |     |
| SBIR / STTR - Phase 2          |     |     | G   | G   | G   |     | G   |     |     |     |     |     |
| Initial Call Resolution        | G   | G   | G   | G   | G   | G   | G   | G   | G   | G   |     |     |
| Call Response Rate             | G   | R   | G   | R   | R   | R   | R   | R   | G   | Y   |     |     |
| Website Availability           | G   | G   | G   | G   | G   | G   | G   | G   | G   | G   |     |     |

## Transition Update - Benefits

- Overestimated SP's ability to attract and retain federal benefits experience and underestimated the learning curve for private sector benefits specialists to master the federal benefits' rules
  - Performance against tiered retirement service level indicators unstable early on
    - » 90% of retirement estimates in
      - 10 business days for employees retiring in 1 year; 20 business days for employees retiring in 1 to 5 years; and 45 business days for employees retiring in 5+ years
    - » Customer feedback indicated dissatisfaction with benefits counseling
  - Processes modified in May to increase involvement of civil servant staff in processing retirements
    - » civil servant up-front assessments to identify issues that add complexity
    - » 100% review of retirement estimates by civil servants before release
    - » Live Call Monitoring of SP staff to assess quality and thoroughness of counseling
    - » Additional training in specific benefit areas



## Transition Update – Benefits (continued)

- Recent actions to address customer concerns
  - Further expanded civil servant role
    - » Civil servant pre and post review of retirement estimate requests
    - » Death Benefit Counseling transitioned from SP to civil servants August 17, 2008
    - » Retirement Counseling transitioned from SP to civil servants August 25, 2008
  - Developed a knowledge transfer strategy that includes
    - » Proficiency assessment for all Benefit Counselors
    - » Reorganization to form civil servant and SP teams
    - » SP talent search targeting retired federal benefits specialists for short and long-term assignments
  - For surge capacity and training SP benefits specialist

## Transition Update – Benefits (continued)

- NSSC expects to transition counseling back to SP in 1 to 2 years after the SP has demonstrated proficiency
- Recruiting 2 civil servant Benefits Specialists to support the expanded civil servant role (EOD in September)
- Contract will be modified to reflect transition of knowledge intensive functions from SP to civil servants; SP will provide support; civil servants will provide survivor and retirement counseling
- OPM's automated retirement system for employees (RetireEZ) is on hold

## Transition Update - eTravel

- eTravel is an eGov initiative that will replace Travel Manager
- KSC pilot began June 30
- NASA-wide deployment initially scheduled for October 2008 has been delayed
- The Agency eTravel Project Team is proposing phased deployment in 3 waves
  - Waves 1 and 2: tentatively scheduled for October 2008
  - Wave 3: tentatively scheduled for November 2008
- Centers may centralize or decentralize preparation of travel authorizations, travel bookings, and preparation of travel vouchers
- eTravel will drive policy changes that impact travelers and NSSC processes
  - Travelers must submit receipts for each voucher
- NSSC actions
  - Working with the project team and KSC on the pilot
  - Modifying processes and documentation
  - Changing internal systems (Business Intelligence Data Mart, Customer Service Web, etc.)

## Transition Update – eTravel (continued)

- The “Auditor” role the NSSC needs for travel audits will not be available until December 2008
- NSSC will switch to random sampling of voucher failures at predefined intervals instead of manually tracking all voucher failures under eTravel

## HRIS Status

- Successfully implemented new approach to launching Agency-wide, on-line training with the No-Fear course
  - Agency-wide courses now tested and approved by NSSC prior to deployment; minimizes user difficulties
  - NSSC testing allows CCC to become familiar with training prior to fielding calls
  - When possible, course completion dates are spread out among Centers to distribute support load
- Project under way to provide single sign-on for SATERN
  - Coordinated effort under OHCM to enable use of AUID to access application, which is hosted outside the NASA network

## HRIS Status (continued)

- Similar effort to use AUID for log-on accomplished for the NAAS
- Improvements to data integrity for the WICN being tested
  - Center level organization and WBS code changes impact accuracy of cubes if not updated in WICN
  - NSSC testing automated script that recognizes new codes and allows for corrections prior to deployment of the WICN cubes

## Transition Update – AP/AR/FBWT

- GSFC, HQ, and NMO transitioned August 1, 2008
- Activities remaining
  - FI Invoices in two waves
    - » Wave 1 Centers (DFRC, MSFC, SSC): September 2008
    - » All other Centers transition October 2008
  - Grants tentatively scheduled for January 2008
- Mitigated Wave 4 risks by supplementing NSSC staff with Center personnel on-site at the NSSC in August and September
  - Outstanding response from the Centers

# Transition Update – AP/AR/FBWT (continued)

## % On Time and Interest Penalties August 1 -11

| Center              | # of Payments | Total \$ Amount          | # of Interest Payments | Total Interest Amount | % On Time  | Interest per \$1M |
|---------------------|---------------|--------------------------|------------------------|-----------------------|------------|-------------------|
| DFRC                | 82            | \$ 5,610,347.66          | 6                      | \$ 159.95             | 93%        | \$ 29             |
| MSFC                | 249           | \$ 85,376,543.79         | 7                      | \$ 1,753.50           | 97%        | \$ 21             |
| SSC                 | 36            | \$ 3,619,235.19          | 1                      | \$ 44.17              | 97%        | \$ 12             |
| <b>Wave 1 Total</b> | <b>367</b>    | <b>\$ 94,606,126.64</b>  | <b>14</b>              | <b>\$ 1,957.62</b>    | <b>96%</b> | <b>\$ 21</b>      |
| GRC                 | 337           | \$ 9,697,769.71          | 12                     | \$ 232.61             | 96%        | \$ 24             |
| KSC                 | 186           | \$ 25,524,125.95         | 10                     | \$ 3,109.81           | 95%        | \$ 122            |
| LaRC                | 308           | \$ 19,704,711.39         | 9                      | \$ 3,452.09           | 97%        | \$ 175            |
| <b>Wave 2 Total</b> | <b>831</b>    | <b>\$ 54,926,607.05</b>  | <b>31</b>              | <b>\$ 6,794.51</b>    | <b>96%</b> | <b>\$ 124</b>     |
| JSC                 | 252           | \$ 237,771,213.39        | 7                      | \$ 4,764.25           | 97%        | \$ 20             |
| ARC                 | 136           | \$ 22,005,325.50         | 3                      | \$ 869.10             | 98%        | \$ 39             |
| <b>Wave 3 Total</b> | <b>388</b>    | <b>\$ 259,776,538.89</b> | <b>10</b>              | <b>\$ 5,633.35</b>    | <b>97%</b> | <b>\$ 22</b>      |
| GSFC                | 184           | \$ 17,229,083.35         |                        |                       | 100%       | \$ -              |
| HQ/NMO              | 75            | \$ 4,446,253.20          |                        |                       | 100%       | \$ -              |
| <b>Wave 4 Total</b> | <b>259</b>    | <b>\$ 21,675,336.55</b>  |                        |                       |            | <b>\$ -</b>       |
| NSSC                | 95            | \$ 1,466,743.86          | 1                      | \$ 32.59              | 99%        | \$ 22             |
| <b>Grand Total</b>  | <b>1,940</b>  | <b>\$ 432,451,352.99</b> | <b>56</b>              | <b>\$ 14,418.07</b>   | <b>97%</b> | <b>\$ 33</b>      |

Note: Data includes interest payments paid via FI Invoice.



## Transition Update – AP/AR/FBWT (continued)

### % On Time and Interest Penalties July 2008

| Center              | # of Payments | Total \$ Amount          | # of Interest Payments | Total Interest Amount | % On Time  | Interest per \$1M |
|---------------------|---------------|--------------------------|------------------------|-----------------------|------------|-------------------|
| DFRC                | 235           | \$ 13,952,650.46         | 17                     | \$ 4,979.12           | 93%        | \$ 357            |
| MSFC                | 637           | \$ 256,487,896.13        | 15                     | \$ 2,020.57           | 98%        | \$ 8              |
| SSC                 | 189           | \$ 34,161,001.49         | 2                      | \$ 3,597.08           | 99%        | \$ 105            |
| <b>Wave 1 Total</b> | <b>1061</b>   | <b>\$ 304,601,548.08</b> | <b>34</b>              | <b>\$ 10,596.77</b>   | <b>97%</b> | <b>\$ 35</b>      |
| GRC                 | 843           | \$ 53,677,569.50         | 40                     | \$ 3,401.88           | 95%        | \$ 63             |
| KSC                 | 376           | \$ 78,784,374.94         | 13                     | \$ 1,434.65           | 97%        | \$ 18             |
| LaRC                | 1093          | \$ 46,248,205.48         | 14                     | \$ 3,213.20           | 99%        | \$ 69             |
| <b>Wave 2 Total</b> | <b>2312</b>   | <b>\$ 178,710,149.92</b> | <b>67</b>              | <b>\$ 8,049.73</b>    | <b>97%</b> | <b>\$ 45</b>      |
| JSC                 | 290           | \$ 215,630,037.04        | 13                     | \$ 1,148.51           | 96%        | \$ 5              |
| ARC                 | 179           | \$ 26,123,927.66         | 10                     | \$ 702.08             | 94%        | \$ 27             |
| <b>Wave 3 Total</b> | <b>469</b>    | <b>\$ 241,753,964.70</b> | <b>23</b>              | <b>\$ 1,850.59</b>    | <b>95%</b> | <b>\$ 8</b>       |
| NSSC                | 166           | \$ 5,263,609.82          | 1                      | \$ 73.06              | 99%        | \$ 14             |
| <b>Grand Total</b>  | <b>4008</b>   | <b>\$ 730,329,272.52</b> | <b>125</b>             | <b>\$ 20,570.15</b>   | <b>97%</b> | <b>\$ 28</b>      |

Note: Data includes interest payments paid via FI Invoice.

## Transition Update – AP/AR/FBWT

### Wave 3 % On Time and Interest Penalties August 1 -11

| Center                 | # of Payments | Total \$ Amount   | # of Interest Payments | Total Interest Amount | % On Time | Interest per \$1M |
|------------------------|---------------|-------------------|------------------------|-----------------------|-----------|-------------------|
| JSC                    |               |                   |                        |                       |           |                   |
| ARC                    | 10            | \$ 195,210.93     | 1                      | \$ 2.77               | 90%       | \$ 15             |
| Wave 3 Pre-Transition  | 10            | \$ 195,210.93     | 1                      | \$ 2.77               | 90%       | \$ 15             |
| JSC                    | 252           | \$ 237,771,213.39 | 7                      | \$ 4,764.25           | 97%       | \$ 20             |
| ARC                    | 126           | \$ 21,810,114.57  | 2                      | \$ 866.33             | 98%       | \$ 40             |
| Wave 3 Post Transition | 378           | \$ 259,581,327.96 | 9                      | \$ 5,630.58           | 98%       | \$ 22             |
| Grand Total            | 388           | \$ 259,776,538.89 | 10                     | \$ 5,633.35           | 97%       | \$ 22             |

## Transition Update – AP/AR/FBWT (continued)

### Failure Analysis – Reasons for Late Payments August 1 - 11

| Reason Codes | Total # of Interest Payments | Total \$ Amount of Interest Payments | % of Total Count | % of Total Dollar Amount |
|--------------|------------------------------|--------------------------------------|------------------|--------------------------|
| 1            | 17                           | \$ 6,769.63                          | 30%              | 47%                      |
| 2            | 4                            | \$ 1,227.87                          | 7%               | 9%                       |
| 4            | 2                            | \$ 48.67                             | 4%               | 0%                       |
| 7            | 1                            | \$ 8.56                              | 2%               | 0%                       |
| 11           | 7                            | \$ 126.11                            | 13%              | 1%                       |
| 13           | 22                           | \$ 1,750.67                          | 39%              | 12%                      |
| 14           | 1                            | \$ 143.61                            | 2%               | 1%                       |
| 20           | 2                            | \$ 4,342.95                          | 4%               | 30%                      |
| <b>Total</b> | <b>56</b>                    | <b>\$ 14,418.07</b>                  | <b>100%</b>      | <b>100%</b>              |

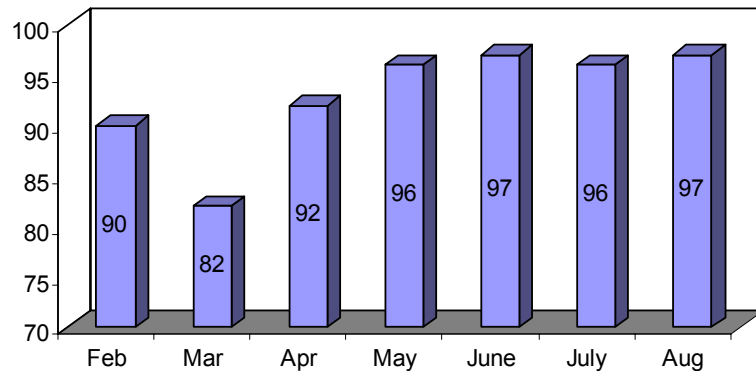
**Note:** Data includes interest payments paid via FI Invoice.

| *Interest Reason Codes       |    |  |    |
|------------------------------|----|--|----|
| NSSC Delay                   | 01 | Delay in Receipt of Cost                     | 11 |
| Late receipt of PO/Contract  | 02 | Late Receipt of Invoice                      | 12 |
| Late Goods Receipt           | 04 | Late Approvals                               | 13 |
| Other (Requires Explanation) | 05 | Funds Not Available                          | 14 |
| SAP /Software Related        | 07 | Treasury Delays                              | 15 |
| CMM /Software Related        | 08 | PO/Contract Requires Corrections             | 16 |
| Calculation Error            | 09 | Failure To Notify Vendor of Improper Invoice | 18 |
| Misdirected Invoice          | 10 | Technician Delay (Center)                    | 20 |

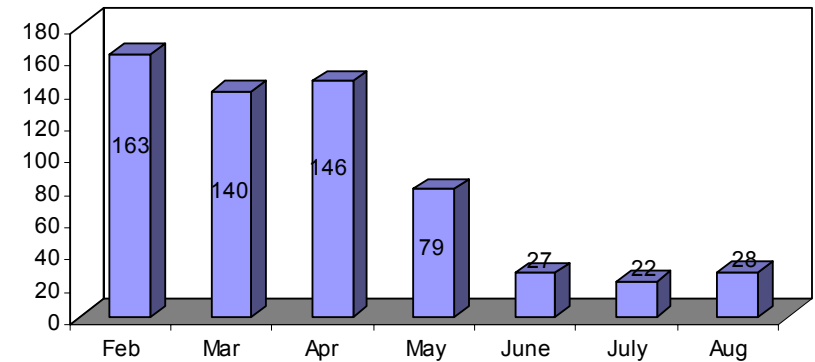
# Transition Update – AP/AR/FBWT (continued)

% On Time and Interest Penalties 1 Feb – 11 August

**On Time Payments as a Percentage of All Payments**



**Interest Payments per \$1M Payments**

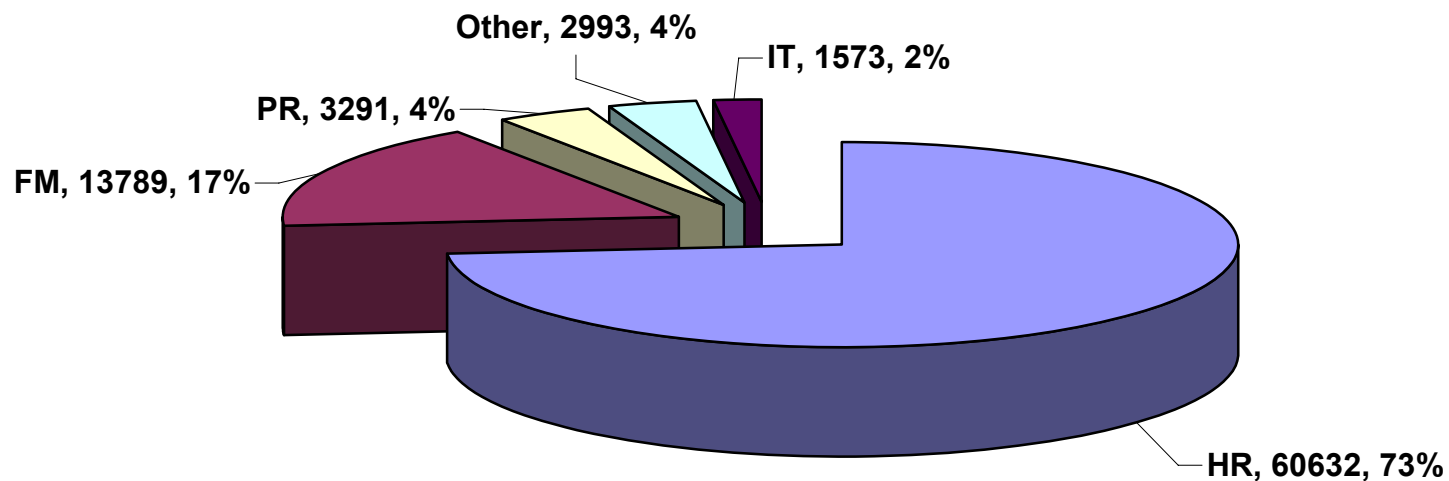


## Transition Update – AP/AR/FBWT Staffing

- The NSSC target for AP/AR/FBWT after a decision to plus up the NSSC staff by 25 WYEs is 136
  - 24 government FTEs and 112 contractor WYEs
  - All SP and civil servant staff for AR and FBWT are on board and fully trained
  - All civil servant staff for AP are on board and fully trained
  - The SP has 6 AP vacancies; five new hires report August 25; one job offer is out
- To mitigate risk of late payments while the NSSC hires and trains AP staff
  - The NSSC moved senior technicians from other Centers to support Wave 4 and back filled behind the senior technicians with new hires
  - Centers were asked to provide personnel on-site at the NSSC to help with processing invoices, escalation, and resolving issues
    - » GSFC and the other Centers sent 14 people for August and will send 10 people for September
  - The NSSC is funding travel and per diem
- The NSSC will have sufficient AP staff on board and trained by October 1, 2008

# Cross-Cutting Infrastructure - Customer Service

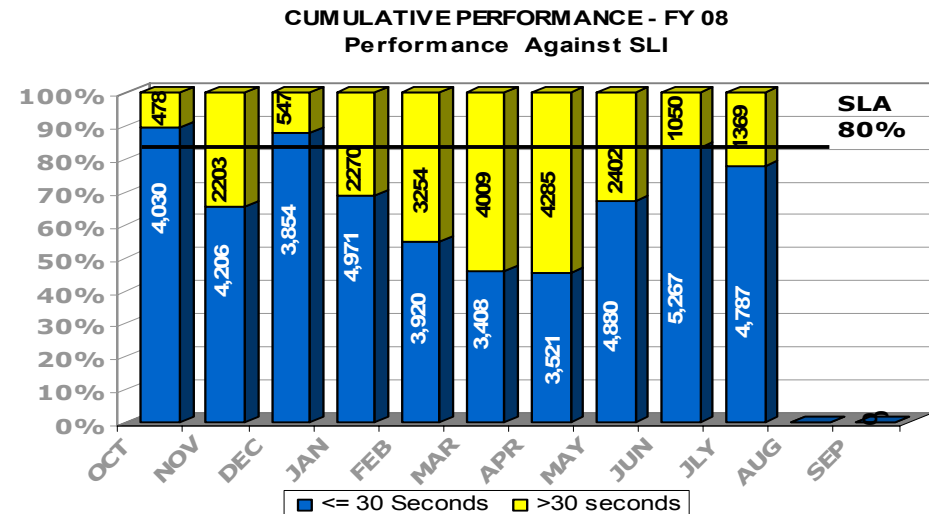
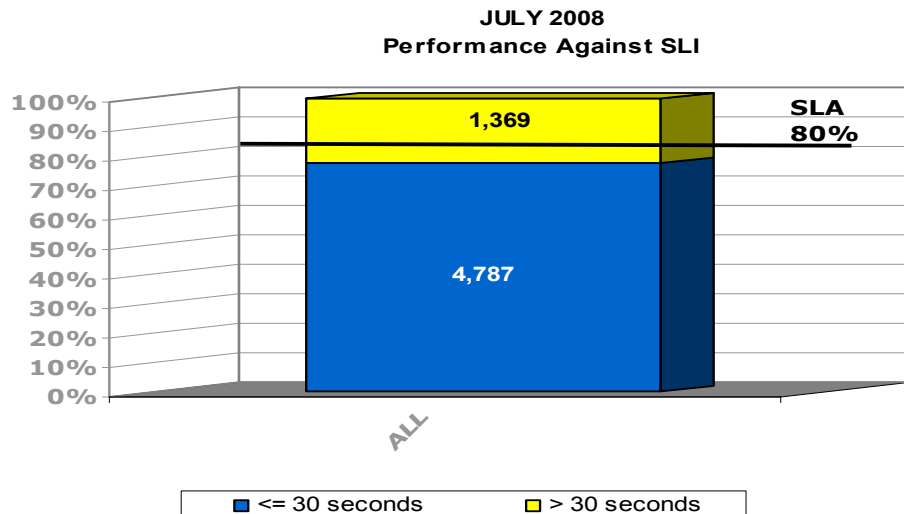
## Customer Inquiries by Category Cumulative FY08 (82,278)



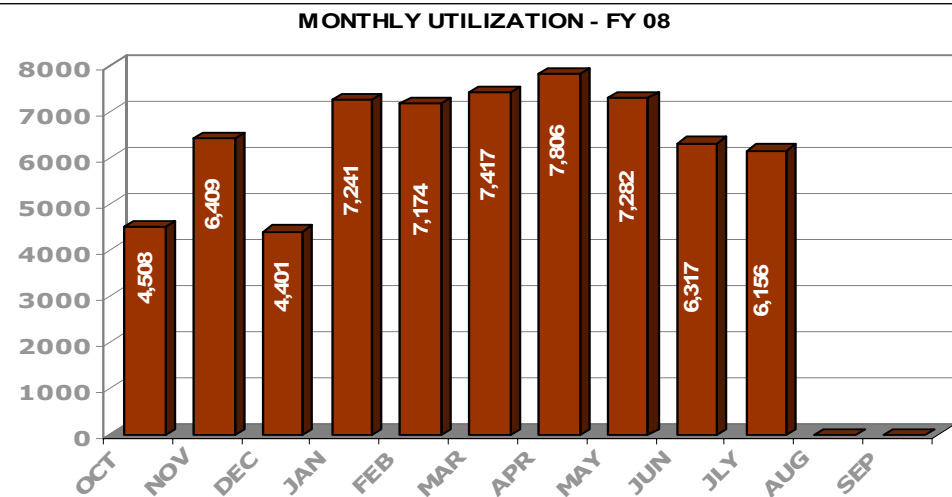
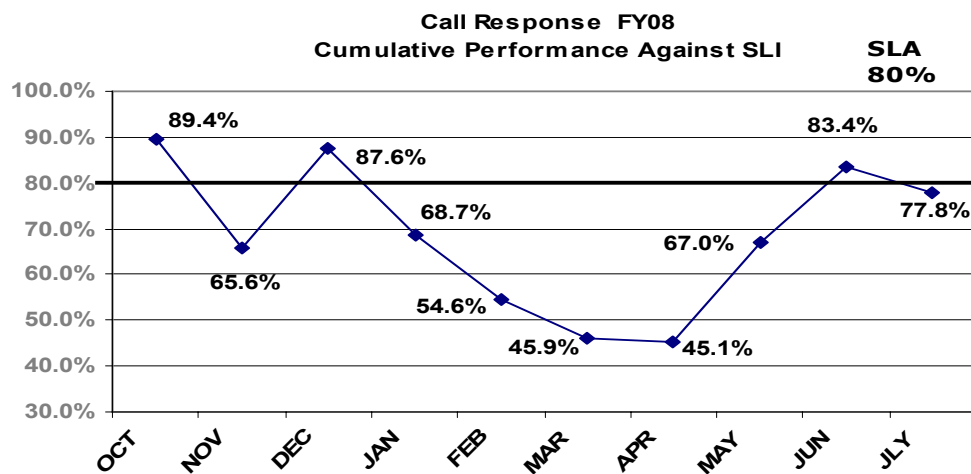
# Cross-Cutting Infrastructure – Customer Service (continued)

## CALL RESPONSE RATE

**Service Level Indicator:** 80% of Customer Calls are answered within 30 Seconds during NSSC business hours.



| Goal           | OCT    | NOV    | DEC    | JAN    | FEB    | MAR    | APR    | MAY    | JUN    | JLY    | AUG | SEPT |
|----------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----|------|
| 80%            | 89.40% | 65.63% | 87.57% | 68.65% | 54.64% | 45.95% | 45.11% | 67.01% | 83.38% | 77.76% |     |      |
| Cumulative YTD | 4,508  | 10,917 | 15,318 | 22,559 | 29,733 | 37,150 | 44,956 | 52,238 | 58,555 | 64,711 |     |      |



**Assessment:**

## Cross-Cutting Infrastructure – Customer Service (continued)

- 1st Quarter increase in average time to answer attributed to
  - Transition of high-volume HR and FM activities in January and February
  - Poorly designed interfaces of inherited and mandated eGov systems
    - » SATERN and eOPF
- Time to answer get well plan implemented in 2nd Quarter focused on isolating the impact of SATERN improved NSSC's time to answer
- Recent complaints that the NSSC is slow to return calls and not as responsive is a concern
  - We do not have as much discipline in how we manage calls outside the CCC as we do in managing calls in the contact center
    - » Despite a business model that channels customer inquiries through the CCC, some inquiries go straight to Level 2 and Level 3
    - » Calls are elevated to Level 2 and 3 when they cannot be resolved at Level 1



## Cross-Cutting Infrastructure – Customer Service (continued)

- The NSSC is taking actions to improve responsiveness
  - Standard “away” message when employees are out of the office for more than a day; encouraging customers to call the CCC or an alternate if they need immediate assistance
  - Refresher training for Level 2 and 3 staff on creating a help desk tickets and communicating their responsibility for creating a ticket when an inquiry originates with them
  - Tell customers how long it will take to resolve their issue when a call must be elevated outside the CCC
  - Give customers the option of receiving an email alert to track the status of their issue when it is elevated outside of the CCC
  - Status customers on their inquiry when we cannot resolve an issue in 3 business days
  - Level 3 (civil servant) staff will take complete ownership of any inquiry elevated to them
    - » The NSSC “owner” handles the inquiry from that point on
    - » The NSSC “owner” interfaces with the customer; becomes the face of the NSSC
  - Staff will not refer customers to the customer service web as resolution of an inquiry
    - » The web is a supplement for live service for customers who choose to use it, not a replacement

## Cross-Cutting Infrastructure – Document Imaging

- NSSC's EDM infrastructure was not designed as an integrated solution but evolved over time
- In July the NSSC experienced 3 document imaging failures
  - Although the impact was minimal, the failures evidenced systemic or design problems in electronic document management process that would get worse over time
- The NSSC conducted an end-to-end review of EDM processes that covered intake, document imaging, and NSSC internal systems
  - Establish chain of custody for all documents received at NSSC
    - » Establish reconciliation processes to ensure that all documents are processed timely
    - » Identify/reduce/eliminate potential points of failure
  - Establish escalation processes (including automated monitoring and alerts) to provide management visibility of documents not processed within prescribed timeframes/guidelines
- Documented as-is process and identified potential points of failure
  - Identified 22 input sources

## Cross-Cutting Infrastructure – Document Imaging (continued)

- Identified 22 input sources
  - External physical mail (3 USPS addresses; 3 United Parcel Service addresses; 3 DHL addresses; 3 FedEx addresses)
  - Internal physical mail (internal mail pickup from mail stops, drop-off in Document Imaging)
  - E-mail (two boxes)
  - Fax (two numbers)
  - Secure file server (3 paths)
  - Web form

## Cross-Cutting Infrastructure – Document Imaging (continued)

- Identified 21 major systems/applications that impact EDM
  - Scanner
  - Workstation Batch Manager Client
  - Top Call
  - Right Fax
  - Secure File Server
  - Fire Wall
  - Auto Fax
  - Kofax Batch Manager Pull Script (pulls from secure file server), Kofax Batch Manager File Share, Kofax Validation/Document ID assigned

## Cross-Cutting Infrastructure – Document Imaging (continued)

- EDM systems/applications (continued)
  - Ascent Capture, Ascent Capture Pro
  - TechDoc, TechDoc File Watcher
  - PDF generation
  - Auto CR DTS, AWMS DTS, Auto CR
  - Remedy
  - Cold Fusion write to web services
  - DTS Polling

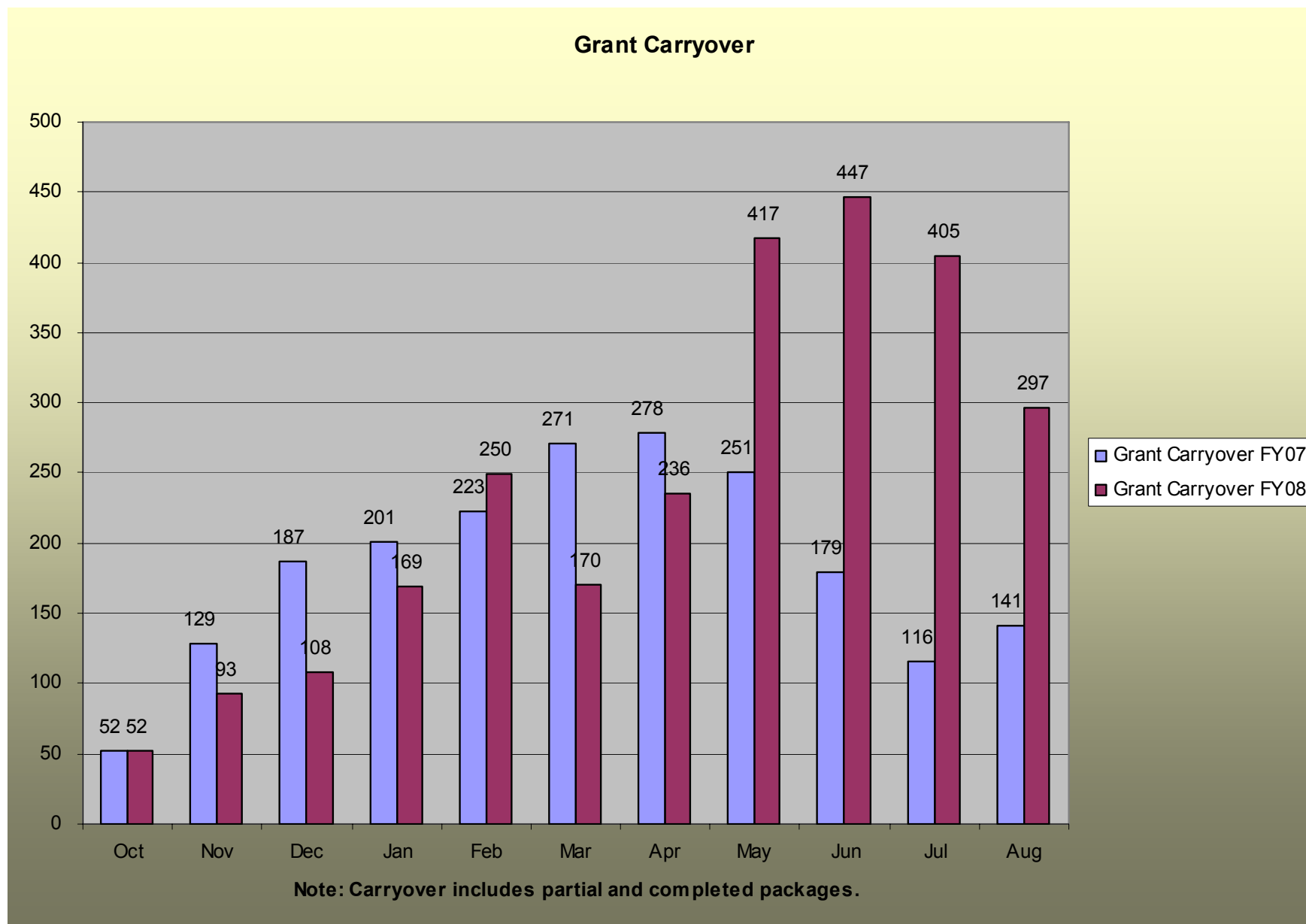
## Cross-Cutting Infrastructure – Document Imaging (continued)

- Short term solution
  - Added 6 slots to document imaging (3 out of the 25 WYE AP plus up and 3 were moved from other contract areas)
  - Manual reconciliation at transfer points until automated reconciliation is in place
  - Expanded training curriculum for document imaging personnel
  - Kofax high level on-site support to fix software bugs and assist with upgrades
  - Changes to NSSC internal systems to facilitate paperless processing
  - Train Kofax software to do a better job recognizing document types
  - Expert assessment and benchmarking

## Cross-Cutting Infrastructure – Document Imaging (continued)

- Longer term solutions
  - Simplifying NSSC inputs/reducing input sources
  - Changing vendor behavior
    - » One document per attached file in non-editable format
    - » Rejecting documents sent to incorrect address
  - Use of cover sheet defining documents/pages included and use of separator sheets
  - Confirmation of document received
  - EDM benchmarking
    - » SOW released in July; contract award in August; review will be completed by October
    - » Independent, expert review of NSSC's EDM process to identify vulnerabilities and recommend short term and long term solutions
    - » Simplifying NSSC inputs/reducing input sources

# Grants & Cooperative Agreements EOY Status

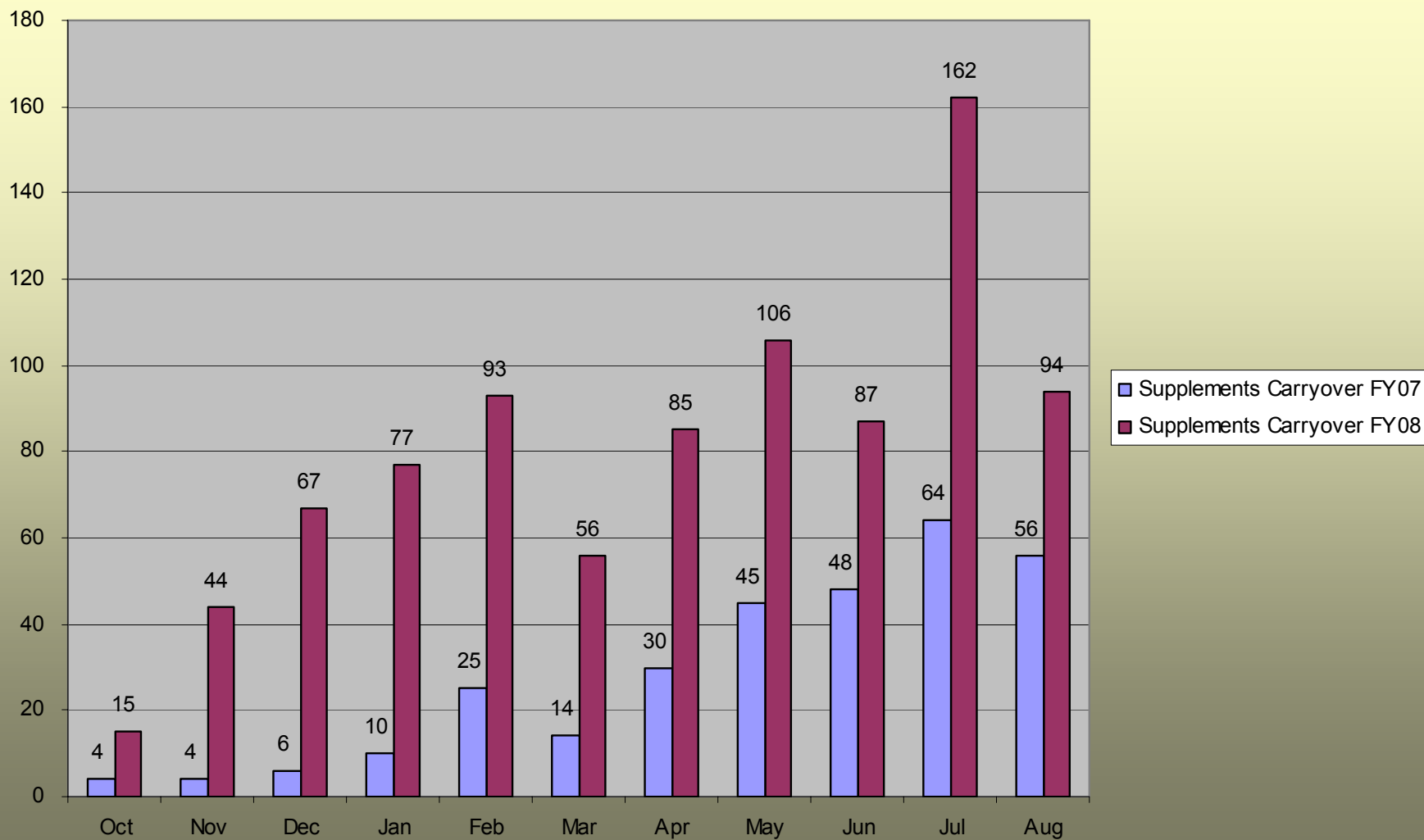




# Grants & Cooperative Agreements EOY Status



**Supplement Carryover**

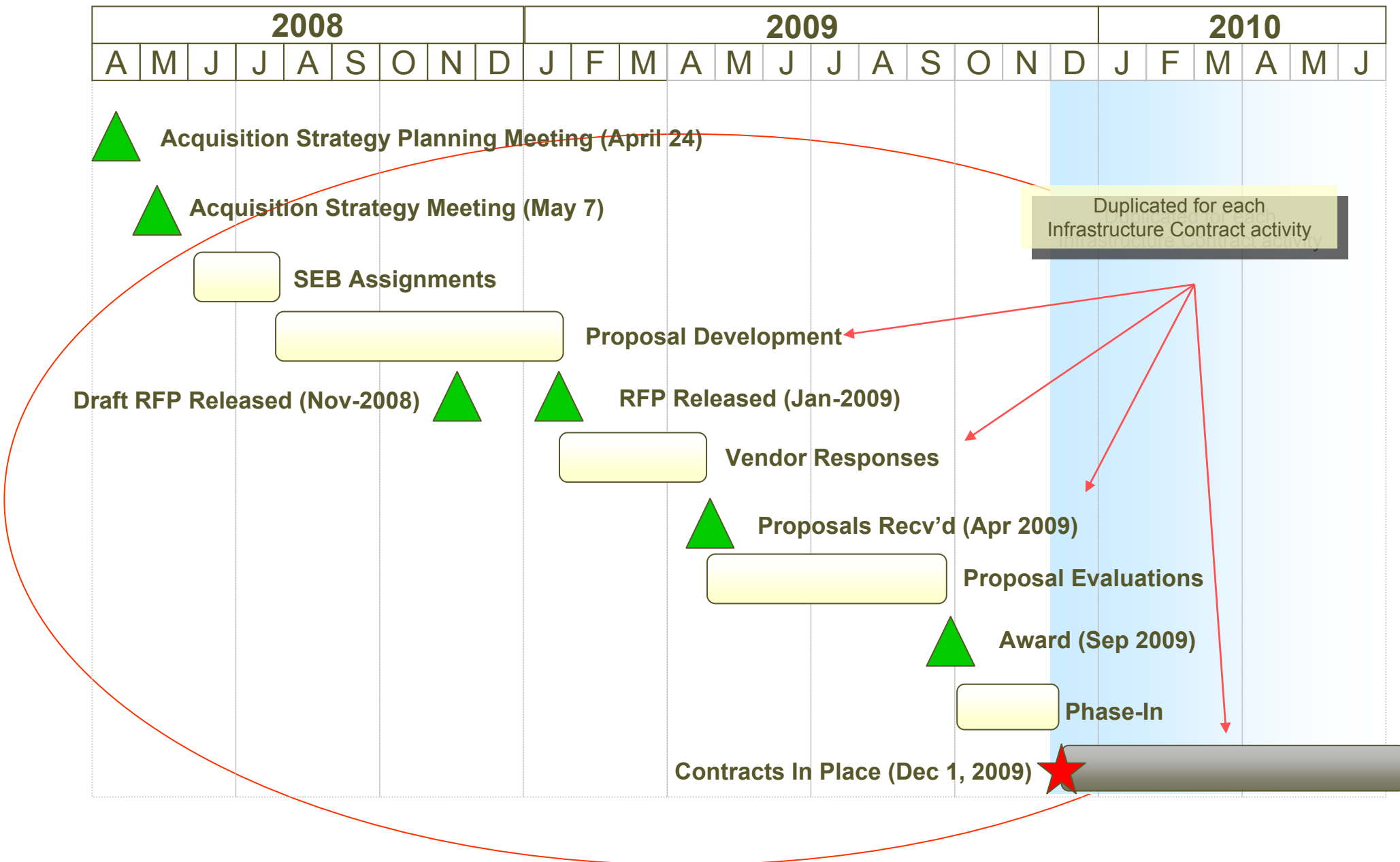


Carryover includes partial and completed packages.

## Procurement - ODIN (Follow-On Contract)

- ODIN is one of five contracts associated with the I3P Sourcing Strategy for IT infrastructure consolidation and optimization
- Procurement Development Team and SEB activities to be hosted by the NSSC supporting the OCIO
- Procurement Development Team is established with SEB support to follow
  - Multi-Center and Mission Directorate representation
- SSA expected to be OCIO; SEB will be treated as a HQ procurement implemented at the NSSC
- Follow on will reflect more centralized management and service delivery model from NSSC (with Center input on performance and quality of service)
- Follow-on contract will require an estimated increase of 5 FTEs to the current staff of 5 FTEs
  - Contracts specialists (2), resources (2), and technical (1)
  - Discovery of current (baseline) staffing is underway

# I<sup>3</sup>P Master Schedule (ODIN Follow-On Contract)



## Protective Services RFP/Protest Update

- Protest filed on June 6, 2008 with GAO
  - SEB working with Legal/GAO to resolve
  - SEB Chair and SSA testified at GAO hearing on August 14, 2008
  - GAO decision due on September 20, 2008
- On August 13, 2008, Tom Eye, Transition Manager, held first telecon with technical community to begin transition strategy
  - Centers tasked to identify transition issues for further discussion
  - Nothing new discussed regarding the protest
- All activity/contact with contractor suspended until decision is rendered
  - Projected schedule impact is a 60 day delay
  - Centers are currently working/operating on extensions of existing contracts
  - Wave I Centers (JSC,KSC,WSTF and Independent Verification & Validation) projected to begin phase-in October 2008 if protest is denied

## Extended TDY

- HR, OCFO, and OHCM team formed to review and assess current ETDY policies and processes
  - Review customer satisfaction feedback from ETDY travelers
  - Compare NASA's ETDY policies to industry and other government agencies
- Strongly encourage all ETDY travelers to complete the ETDY Course in SATERN and take advantage of NSSC counseling services
- Update traveler information, forms and checklists to address problem areas identified by ETDY Team

## Guaranteed Home Sale

- Recently the perception surfaced at the Senior Management Council that customer service has declined from the old relocation services contract with CARTUS to the new contract effective October 1, 2007 with Prudential
- The service levels with the Prudential contract are the same as with the CARTUS contract
  - Customer satisfaction as determined by a 100% survey of relocating employees must meet or exceed 90%
  - All relocations began before October 1, 2007 continued under the CARTUS contract; only moves after October 1, 2007 are handled by Prudential
- Perception attributable to changes in Agency relocation policies that impact employee reimbursements for GHS
  - \$15,000 cap on the home marketing incentive
  - Time the employee's house must be on the market before they may accept Prudential's GHS offer increased from 60 days to 75 days

## NSSC Benchmarking Activities

- Industry and government benchmarking to identify commonly used efficiency indicators, identify processes associated with leading indicators, and identify rates for Shared Service Center, Combined Business Center, or Center Of Excellence financial services
  - The NSSC services industry benchmarking study began work on June 16, 2008; study is in week 9 of a 15 week engagement
    - » NSSC AP, Travel & Expense, and Payroll processing services will be benchmarked against industry standard rates and processes
    - » Preliminary AP analysis expected August 29
      - Report will include detailed description of industry cost and productivity indicators; industry services and business processes for each activity; industry leading practices; and an activity-based comparison to NSSC costs and processes
    - » Final deliverable due September 26, 2008

## NSSC Benchmarking Activities (continued)

- The NSSC selected a vendor to benchmark NSSC Document Imaging processes against industry standards; award was made week of August 11, 2008 for a 4 week assessment
- Activities include:
  - Assess current document imaging environment from document receipt through efficient routing to document storage
  - Identify vulnerabilities in the NSSC's electronic document management process, interfaces, hardware, and software
  - Recommend near-term changes that would move the NSSC document imaging environment closer to industry standard and industry best practices



## Service Delivery Challenges

- AP/AR/FBWT transition and stabilization
- Cost containment/rate reduction
- Benefits stabilization
- Addressing cross-cutting infrastructure vulnerabilities
- Poor usability of inherited or mandated systems
- Deployment of major new systems
  - eTravel (October 2008)
  - RetireEZ (TBD)
- Procurement activities
  - ODIN Re compete
  - Security Services

# Frank Prochaska

## Director, Customer Satisfaction & Communication

# Customer Satisfaction & Communication Agenda

- Liaison Program Update
- Accomplishments
- Challenges and Issues

## NSSC Liaisons' Status

- ARC – Tentative reassignment on September 1, 2008
- DFRC – No liaison
- GRC – Reassigned on April 13, 2008
- GSFC – Reassigned on March 30, 2008
- **HQ – Pending**
- JSC – Reassigned on June 08, 2008
- KSC – Reassigned on June 22, 2008
- LaRC –Reassigning on September 14, 2008
- **MSFC – Pending**
- SSC – Reassigned to NSSC

## Accomplishments

- Website currency metric (Balanced Scorecard S1 - keep NSSC websites current and fresh) increased website currency to 85% (85% of the time, all of our websites are updated within 3-5 days)
- Reviewed web usability study, identified and developed action plan to complete priority tasks; 11 of 14 complete (Balanced Scorecard S1 - keep NSSC websites current and fresh)
- Document Assessment complete; reviewed all outbound system emails
- NSSC Identity (Balanced Scorecard S1 - develop "NSSC Identity" by defining 3-4 specific elements with which we want to be identified) – Responsiveness, Unparalleled Customer Service, Data Driven
- Coordinated and planned NSSC Ribbon Cutting event

## Challenges/Issues

- Liaison Program
- NSSC Ribbon Cutting Ceremony
- Developing alternate ways of measuring customer service
- Ways to improve NSSC responsiveness
- FY09 SLA

Ken Griffey  
Deputy Director, Business & Administration (Acting)  
Potential New Business

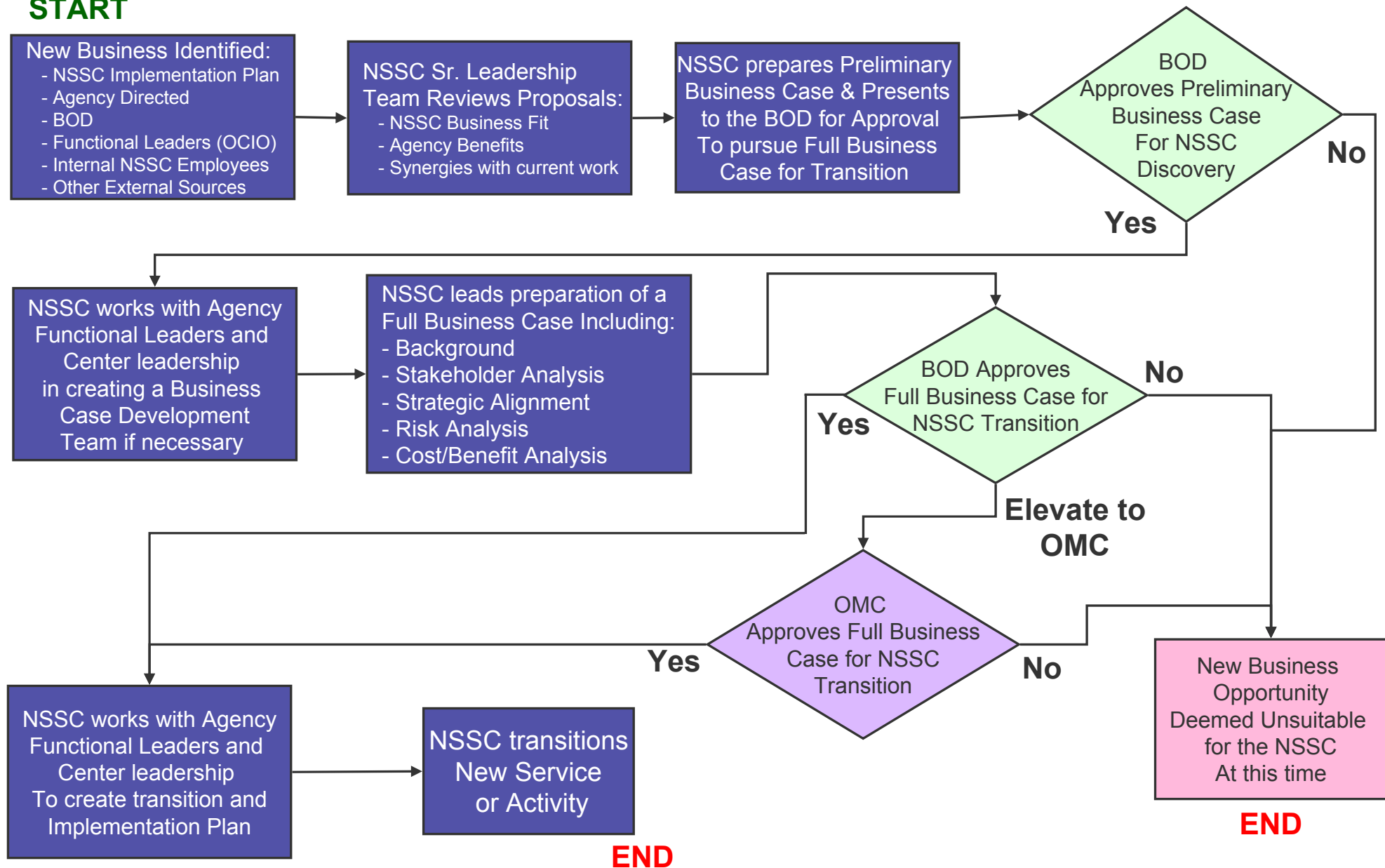
# Agenda

- Business development process
  - NSSC generated
  - Agency directed
- New business in-process
- New business opportunities for the Agency or BOD
- Top new business opportunities
  - Simplified Commercial Item Acquisitions \$3-\$100K (PR)
  - Agency Staffing (HR)
  - EPTS, Providing Financial Disclosure Services to Other Agencies (other)
  - Agency Travel Authorizations (FM)
  - Travel Vouchers for other Agencies (FM)



# NSSC Business Development Process Non-Agency Directed

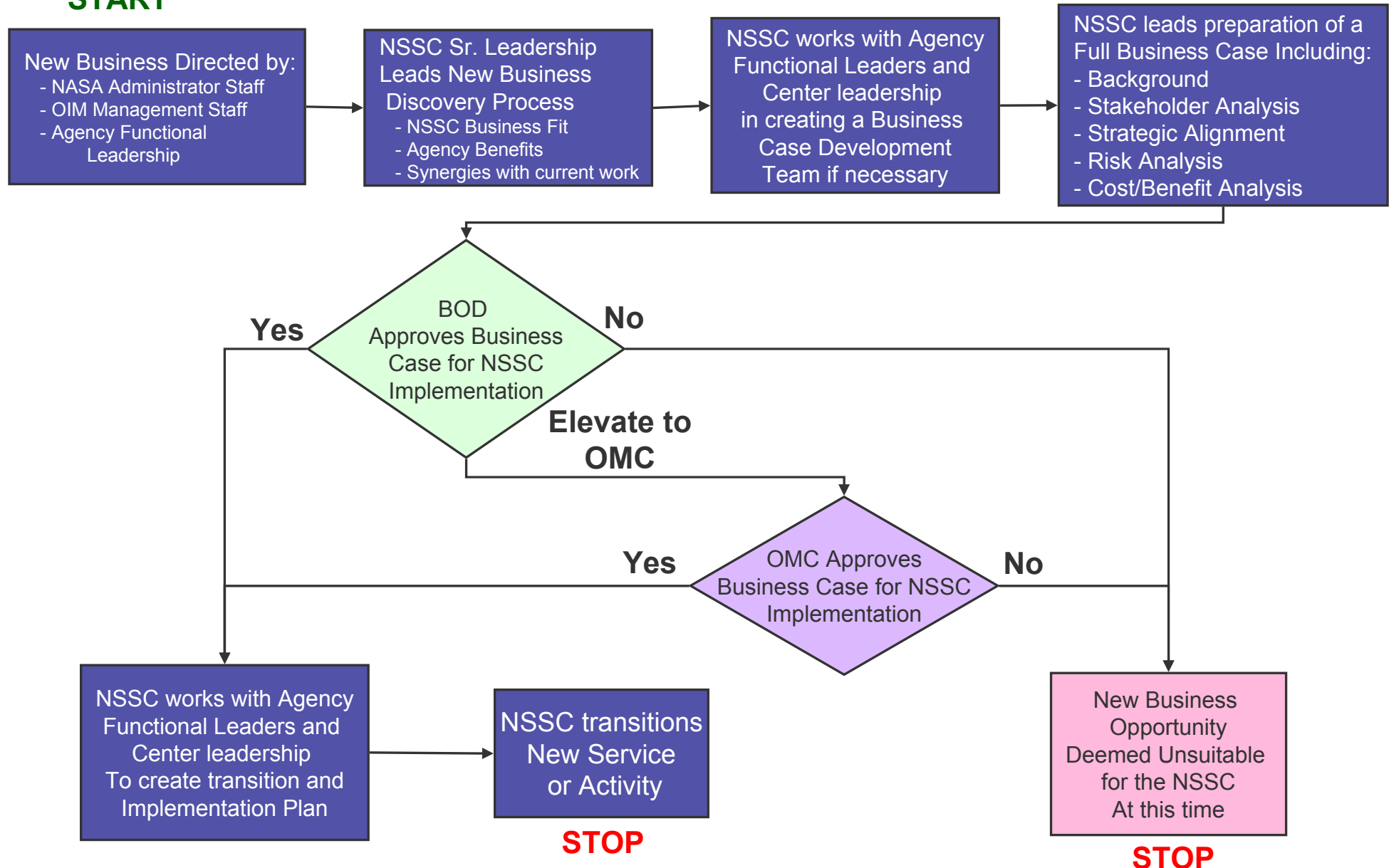
## START



# NSSC Business Development Process Agency Directed



**START**



## New Business In Process Already Approved by the BOD

- Enterprise Licensing Management Team
  - Program management from OCIO Enterprise Portfolio Management
  - Oracle & SAP Enterprise Licenses
    - » Seat management complete
    - » Contract transfer to NSSC, September 2008
  - Westlaw/Lexis-Nexis Enterprise Licenses procurement activity, contract transfer from HQ Legal to NSSC
  - Maximo software undergoing evaluation
  - Change management activities
    - » Procurement community briefing
    - » CIO community briefing

## New Business In Process

### Already Approved by the BOD (continued)

- New EA Contract
  - New EA Contract awarded on August 1, 2008; the \$40 million contract ceiling to accommodate all Agency EA work for Headquarters, Centers, and Mission Directorates
  - The contract awards 68% (\$27.2 million) of the total to Small and Disadvantaged business; 11% (\$4.4 million) to Service Disadvantaged Business (SDB); and 57% (\$22.8 million) to Small Woman-Owned Business (SWOB)
- NOMAD
  - In transition to the NSSC (awaiting official transition letter from OCIO)
  - NSSC hired 1 FTE for support and moving forward with operations

# New Business Opportunities from the Agency or BOD

## Preliminary Business Case for NSSC Processing NASA Research Announcements and Subsequent Contract Awards (BOD)

- This proposal would expand NSSC procurement activities to include award of research contracts resulting from NRAs
- Concerns/risks
  - This activity is fairly high level of effort for Aeronautics Research Centers; Procurement Officers at GRC and LARC were consulted; both POs, Brad Baker and Kim Stone, did not consider the proposal to be advantageous for processing by the NSSC for several reasons including
    - » Complexity of work; the contracts resulting for the NRAs are much more complex than the grants and cooperative agreements awarded by the NSSC
    - » Nature of the work; negotiations are typically required requiring inherently governmental decisions and close communications and teaming with the program offices; due to the depth and nature of communications the work is not appropriate for performance by NSSC contractor
- Recommendation: No further action

# New Business Opportunities from the Agency or BOD

## Preliminary Business Case for the NSSC Assuming all Center Agency Program Coordinator Duties for the Purchase Card Program (BOD)

- Concerns/risks:
  - OMB in memo dated April 15, 2008 tasks Agencies to review their program and implement several improvements; consolidating CAPC duties would go against OMB's guidance by reducing NASA's ability to meet OMB's required and stringent internal controls and expose the Agency to greater risks of fraudulent or inappropriate use of the card
  - Management and oversight of the purchase card program requires extensive face-to-face interaction with cardholders; the CAPCs are constantly providing hands-on guidance to cardholders regarding the purchase card process as well as assistance in reconciliation of monthly statements which is best provided on Center
  - Although audits can and are conducted by electronic means (e.g. reviews within bank electronic access system and P-Card Web Solutions), physical reviews of the files are also necessary to ensure the systems and the files contain identical information; this is best performed on Center
  - Due to recent GAO audits and media attention (Houston Chronicle) future weakening of control/oversight would place the Agency in an undesirable position with the OMB, GAO, and general public
- Recommendation: No further action

# New Business Opportunities from the Agency or BOD

## Preliminary Business Case for the NSSC Assuming all Center Travel Card Agency Program Coordinator Duties (BOD)

- Concerns/risks:
  - The NSSC has not discussed this topic with the Centers, but we think that it will be accepted by roughly 50% of the Centers
  - Current Agency staffing is 5 FTE/WYE
  - NSSC estimates the task will require 4 WYEs and .5 FTE and includes additional services not currently performed:
    - » Monthly reconciliations
    - » Agency audits
    - » Other ancillary tasks
- Recommendation:
  - Travel Card APC should not transition to the NSSC until SmartPay2 transition stabilizes

## New Business Opportunities from the Agency or BOD Manage Agency Contract Administration Audit Services Contracts

- CAAS: \$81 million total for program management
  - DCMA
    - » \$61 million (610,000 hours X \$100 hourly rate)
    - » AP/AR function to transition October 2008
    - » Budget management needs to transition to the NSSC from MSFC
    - » Verification and Validation not currently performed
  - DCAA
    - » \$19.66 million (196,600 hours X \$100 hourly rate)
    - » AP/AR function to transition October 2008
    - » Budget management needs to transition to the NSSC from MSFC
    - » Verification and Validation not currently performed



## New Business Opportunities from the Agency or BOD

### Manage Agency Contract Administration Audit Services Contracts (continued)

- Office of Naval Research (performs grants admin/contracts for NASA)
  - \$2.9 million budget transferred to NSSC in FY08
  - Most of the Centers responded to the NSSC data call resulting in 834 grants identified for invoice removal for FY09; will result in \$375K in projected savings to the Agency for FY09
  - Additional grants with periods of performance that expire after July 2008 are under review to see if administrative delegation is still required; if no further administration is required, these grants can also be removed from the invoice resulting in further cost savings
  - The NSSC will continue to review grants against the Office of Naval Research invoice to get as many grants as possible off of the billing list
  - NSSC anticipates costs will continue to drop over the next year and will stabilize around \$300K a year; well below the \$2.9M a year that was previously paid by NASA

# New Business Opportunities from the Agency or BOD

## Manage Agency Contract Administration Audit Services Contracts

### NSSC Preliminary Proposal

- NSSC would need to obtain additional resources to transition and administer the CAAS: \$84 million total for program management
  - DCMA: \$61M
  - DCAA: \$20M
  - ONR: \$ 3M
  - Would need 1.5 FTE added to the NSSC for budget and cost management
    - » Currently performed at MSFC
  - Would need 1 FTE and 1 WYE added to the NSSC for contract Verification and Validation
    - » Not currently performed in the Agency
- Recommendation:
  - Phased transition effective in FY10; use PPBE11 to begin migration from MSFC to NSSC
  - Investigate new reporting and tracking tool to replace CAMIS; work with DOD on reporting
  - Secure funding for additional workforce; not part of NSSC overhead
    - » Mission Directorate chargeback through programmatic funds
    - » Who is the decision authority?
  - Identify HQ POC for management of Agency agreement/MOA with DoD

## New Business Opportunities from the Agency or BOD

- Department of Health & Human Services contract management (HHS, establishes letters of credit for grants)
  - \$300K annually, NSSC has the budget: only \$172K costed in FY08
  - Not yet fully transitioned to the NSSC; RFO paying the HHS bill
  - Agency Calendar Project
  - NSSC completing Agency directed project for September 9, 2008 OMC
  - Exploring potential consolidation with 5 other Agency calendars with Headquarters Strategic Communications
- Tier 1 HelpDesk for the Agency
  - Agency directed
  - Awaiting Tier 1 HelpDesk scope from the OCIO

## New Business Opportunities from the Agency or BOD

- Agency conference reporting
  - OCFO directed project for an OMB conference report
  - NSSC helped meet the immediate OMB request
  - Future NSSC near-term involvement may entail a 1735 report
  - Requested NSSC long-term involvement includes a full conference attendance report based on
    - » NASA policy changes to enter conference data in financial systems cross-referencing the 1735 form, SATERN system, procurement request, and data warehouse allowing automation to create the conference report
    - » Changes in the new eTravel system to allow automated tracking of conference attendance costs
  - OCFO requested NSSC to build a full business case for BOD approval to implement conference reporting services for the Agency

## New Business Opportunities from the Agency or BOD

- Agency COTR Certification
  - The NSSC will provide basic certification support for the remainder of FY08 and FY09 with civil servants
  - As soon as HQ defines the entire scope and process of FAC-COTR certifications, an RFP will be issued to the SP so that the costs associated with this program can be included in the FY10 charge-backs
  - MOU between the NSSC and HQ Office of Procurement is signed

## NSSC Top 5 New Business Opportunities

1. Agency Staffing (HR)
2. Simplified Commercial Item Acquisitions \$3-\$100K (PR)
3. EPTS, Providing Financial Disclosure Services to Other Agencies (other)
4. Agency travel authorizations (FM)
  - Business Case tabled due to eTravel system delays
  - Estimated roll-out for eTravel is February/March 2009
5. Additional travel vouchers from outside NASA (FM)
  - Business Case tabled due to eTravel system delays
  - Estimated roll-out for eTravel is February/March 2009

## NSSC New Business #4 Agency Travel Authorizations

- Area of opportunity - processing of travel authorizations
  - NSSC would process travel authorizations in FedTraveler (eTravel) once it has been submitted by the approving official
  - This would allow consolidation of all travel processing into one organization
  - Would result in a reduction of FTE/WYEs and improve processing throughput as documents would not have to be passed back and forth through various organizations
- Business Case delayed due to:
  - Delays in fielding OMB eTravel application
  - AP/AR/FBWT Transition focus at the NSSC

# NSSC New Business #5

## Process Travel Transactions for Other Agencies

- Process travel transactions for other Agencies
  - NSSC would process travel authorizations and vouchers using FedTraveler
  - Currently there is no centralized processing service in the federal government
  - Each agency/department duplicating costs for overhead, systems support and development
  - Federal Travel Regulations apply to all civilian Non-DOD Executive Agencies
- Business Case delayed due to:
  - Delays in fielding OMB eTravel application
  - AP/AR/FBWT transition focus at the NSSC



Rebecca Dubuisson  
Director, Business & Administration  
New Business Case #1: Agency Staffing

## Background

- May 2008: BOD meeting; the NSSC presented a preliminary business case on Agency staffing and was authorized by the BOD to develop formal business case on Agency staffing services
- AA for OHCM and the NSSC Executive Director appointed a team of representatives from NSSC, LaRC, and HQ to develop the business case
- First communication from Team Lead to members June 9, 2008
- Team conducted most meetings via telecon and had one, two-day, face-to-face meeting at the NSSC on June 30-July 1, 2008

## Communications

- June 20, 2008: data call issued to Center HR Directors on staffing workforce, labor dollars, and transactions
- June 30, 2008: the team held a telecon with Center Human Resources Directors to discuss business case development and to better understand their issues and concerns
- July 2, 2008: revised data call sent to the Centers with definitions of staffing tasks included
- July 15, 2008: Center submissions consolidated and sent back to the Centers for validation
- Throughout the process, where data did not look entirely valid, the NSSC HR Officer communicated with counterparts at the Centers to ensure that the data was correct
- Where we could use systems data (WTTS, FPPS, STARS) to validate transactional data, we did
- July 31, 2008: sent status update to Center Human Resources Directors

## Process

- Prior to the staffing team's first F2F meeting, HR team members worked with their counterparts at the Centers to understand current state processes and workflows for staffing by Center
- Team studied the existing workflows and developed a high-level future state workflow which led to the segregation of tasks by strategic versus transactional/tactical tasks
- Data calls were completed by all Centers and by NSSC Service Delivery – Human Resources organization
- NSSC consolidated/analyzed and normalized data (iterative process where we asked questions of Centers and NSSC HR on data submissions)
- Due to low confidence level in data, NSSC normalized data-Centers with shortest and longest amounts of time/per transaction were removed from the calculation and the remainder of the Centers' times/transaction were averaged (no Center data was manipulated – data was used as validated)
- Lessons learned developed
- Risks developed
- Pros/Cons developed

## High-level findings

- Pros
  - Center HR staffs to focus on strategic consultation with Center management on recruitment/hiring
  - NSSC staffs to focus on transactional aspects of staffing
  - NSSC to focus on consistency/standardization in processing staffing actions
  - NSSC can capitalize on synergies with other NSSC HR services
  - NSSC can flex the workforce based on fluctuations in volumes of transactions
- Cons
  - Loss of affinity and rapport at Center level
  - Residual/duplicative functions between NSSC and the Centers with SES staffing left behind
  - Insertion of hand-offs in the process may initially impact timeliness
  - NSSC will need time/training for more complex staffing actions
  - Much of process is already automated, may be limited opportunity to leverage technology

## Risks

- Lack of buy-in from functional and Center Management
- Inability of NSSC to recruit/retain HR specialists with federal staffing expertise
- Low confidence level in staffing workforce data submitted
- Insertion of hand-offs may impact time to fill
- Learning curve; initial lack of knowledge of Center-specific issues such as unions
- NSSC is currently stabilizing other HR services; high-volume services transitioning now, may impact stabilization

## Lessons Learned

- There is a need for very clear, definitive division of roles and responsibilities; otherwise, there will be corporate trauma, confused managers, divided loyalties, and infighting
- Do not underestimate the people issues
  - Must build trust and confidence quickly
  - Hiring managers lose local support and feel the burden has been shifted to them
- Clearly, certain HR staffing functions can be effectively performed in a shared services environment; leave the strategic portions at the Centers/focus on the transactional
- Moving staffing is not for the faint hearted; if the savings aren't at least 30%, consider whether the Agency wants to suffer through the trauma and the drama

# Cost-Benefit Analysis

- Savings
  - Centers 26.05 FTE/WYE versus NSSC 21.37 FTE/WYE
  - 4.7 FTE/WYE savings
  - Could be other FTE/WYE savings from synergies related to other NSSC HR functions (not quantified)
- Data Integrity Issues
  - Low confidence level in data submitted; therefore, unsure of validity of savings calculated



## Data Variances

| DATA VARIANCES  | Low     | High     | Average/Excluding Outliers |
|---|---------|----------|----------------------------|
| Create requisition/Draft<br>Vacancy Announcement/Post<br>Announcement | 15m     | 5hr 46m  | 2hr 42m                    |
| Create Applicant List   | 5m      | 2hr 12m  | 40m                        |
| Conduct Qualifications<br>Determinations                              | 2hr 45m | 13hr 15m | 6hr 46m                    |
| Create and Issue Certificate  | 5m      | 1hr 48m  | 33m                        |
| Issue Final Offer   | 10m     | 15hr 36m | 2hr 57m                    |
| Enter Action into WTTS/FPPS   | 42m     | 6hr 8m   | 2hr 58m                    |

## Recommendation

- NSSC does not recommend transitioning staffing to the NSSC
  - Cost savings – 24%
  - FTE/WYE savings – 18%
  - Redundant staffing services at NSSC/Centers
  - Availability of skilled HR Staffing Specialists may be limited
  - Hand-offs built into the process could cause delays in hiring
  - Other NSSC HR services are currently being stabilized
  - Hiring manager would have to interact with multiple offices to make a hire

Mike Sweigart  
New Business Case #2: Consolidation of Purchasing for  
Commercial Items \$3K-\$100K

## Description of the Proposed Business Activity

- The NSSC proposes to become the Agency contracting office for the purchase of commercial items between \$3,000 - \$100,000
  - In this capacity, the NSSC will perform all necessary preaward and postaward functions required to award and administer orders for commercial items using credit cards and convenience checks as the method of payment
- If the consolidation is approved, the NSSC will reengineer the way NASA purchases commercial items by utilizing a “procure-to-pay” approach that is widely being adopted by industry
  - This “procure-to-pay” approach will utilize web-based tools, simpler requisition forms and award documents, and third party payment by credit card and convenience check
  - The entire process is performed by a dedicated team within the procurement organization

## Description of the Proposed Business Activity (continued)

- Commercial items are any items, other than real property, that are of a type customarily used by the general public or by non-governmental entities for purposes other than governmental purposes, and have been sold, leased, or licensed to the general public; or have been offered for sale, lease, or license to the general public
- This business case excludes
  - Commercial item purchases previously made by a support contractor on behalf of a Center that were not identified or included in that Center's response to the June 18, 2008 data call
  - Commercial items requiring higher quality requirements (such as flight quality or human rated requirements)
  - Commercial items involving hazardous materials or unique safety or handling requirements
  - All services, R&D, and construction
- The purchase of commercial items account for the majority (54.3%) of all new awards made by Center procurement offices in FY07; they represent a significant expenditure of NASA funds; over \$121.1 Million or 7.5% of all procurement dollars obligated on new awards in FY07

| FY07 New Awards over \$3,000<br>(Excludes NSSC Awards) |               |                  |                     |                  |
|--|---------------|------------------|---------------------|------------------|
| Type of Award  | Quantity      | Percent of Total | Value (\$ millions) | Percent of Total |
| SATs - Commercial Items (\$3,000 - \$100,000)          | 5,481*        | 54.3%            | \$121.1             | 7.5%             |
| Other SATs   | 2,085         | 26.7%            | 47.5                | 2.9%             |
| Grants   | 116           | 1.1%             | 24.6                | 1.5%             |
| Interagency Agreements                                 | 579           | 5.7%             | 467.2               | 28.7             |
| Contracts Over \$100,000                               | 1,835         | 18.2%            | 963.6               | 59.4             |
| Totals   | <b>10,096</b> | <b>100.0%</b>    | <b>\$1,624.0</b>    | <b>100.0%</b>    |

\* Does not include 155 purchases made by Jacobs Engineering on behalf of Stennis Space Center in FY08. Data for FY07 was not available.

Source: FPDS-NG (June 19, 2008)

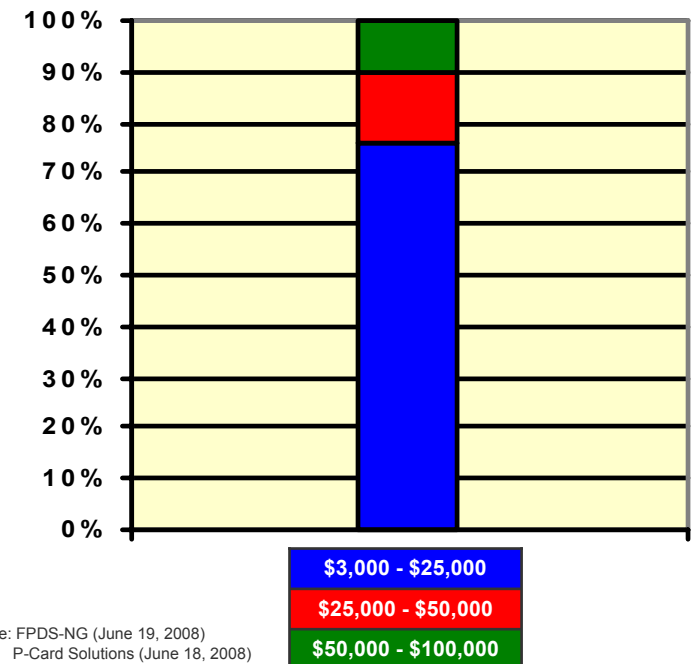
## Description of the Proposed Business Activity (continued)

- Commercial item purchases between \$3,000 - \$100,000 accounted for 72.4% of all simplified acquisitions awarded across the Agency in FY07

| FY07 Simplified Acquisitions between \$3,000 - \$100,000 |                  |                     |  |                      |            |           |              |
|--|------------------|---------------------|--|----------------------|------------|-----------|--------------|
| Center   | Commercial Items | Commercial Services | Engineering, Scientific or Professional Services | Construction and A&E | R & D      | Other     | Total        |
| ARC  | 328              | 52                  | 9  | 0                    | 7          | 16        | 412          |
| DFRC   | 195              | 11                  | 46   | 8                    | 0          | 2         | 262          |
| GRC  | 1,128            | 156                 | 47   | 52                   | 102        | 0         | 1,485        |
| GSFC   | 1,460            | 336                 | 81   | 10                   | 25         | 0         | 1,912        |
| HQs  | 66               | 118                 | 13   | 0                    | 9          | 16        | 212          |
| JSC  | 587              | 191                 | 57   | 21                   | 25         | 4         | 885          |
| KSC  | 450              | 79                  | 44   | 26                   | 12         | 0         | 611          |
| LaRC   | 908              | 142                 | 91   | 7                    | 84         | 0         | 1,232        |
| MSFC   | 354              | 37                  | 46   | 59                   | 30         | 0         | 526          |
| SSC  | 5*               | 13                  | 1  | 0                    | 8          | 2         | 29           |
| <b>Totals</b>  | <b>5,481</b>     | <b>1,135</b>        | <b>435</b>                                       | <b>183</b>           | <b>302</b> | <b>30</b> | <b>7,566</b> |

\* Does not include 155 purchases made by Jacobs Engineering on behalf of Stennis Space Center in FY08.  
Data for FY07 was not available.

**Commercial Items by Dollar Value**



Source: FPDS-NG (June 19, 2008)  
P-Card Solutions (June 18, 2008)

- Approximately 76% of all these purchases were between \$3,000 - \$25,000; with 14% between \$25,000 - \$50,000; and 10% between \$50,000 - \$100,000

## Description of the Proposed Business Activity (continued)

- With the exception of Stennis Space Center, Center procurement offices generally use a mix of civil servants and support contractor personnel to perform all necessary preaward and postaward functions
- Center staffing levels vary among the Centers as does the ratio of civil servants to support contractors

| Center Staffing Allocated for Processing Commercial Item Purchases between \$3,000 - \$100,000 |             |             |             |             |             |              |            |             |              |                      |                         |              |
|--|-------------|-------------|-------------|-------------|-------------|--------------|------------|-------------|--------------|----------------------|-------------------------|--------------|
| Center   | GS-05       | GS-07       | GS-09       | GS-10       | GS-11       | GS-12        | GS-13      | GS-14       | FTE Total    | On-site DCMA Support | Support Contractor WYEs | Grand Total  |
| ARC  | 2.70        | .40         | 0.00        | 0.00        | .25         | .75          | .30        | .10         | 4.50         | 0.00                 | 1.0                     | 5.50         |
| DFRC   | 0.00        | 0.00        | 0.00        | 0.00        | 0.00        | 0.00         | 0.00       | .10         | .10          | 0.00                 | .50                     | .60          |
| GRC  | .35         | .70         | 0.00        | 3.50        | 2.05        | .20          | 0.00       | 0.00        | 6.80         | 0.00                 | 3.02                    | 9.82         |
| GSFC   | 0.00        | .50         | 5.75        | 0.00        | 0.00        | 0.00         | 0.00       | 0.00        | 6.25         | 0.00                 | .10                     | 6.35         |
| HQs  |             |             |             |             |             |              |            |             |              |                      |                         |              |
| JSC  | .40         | .90         | .20         | 0.00        | .85         | 1.45         | 1.05       | 1.30        | 6.15         | 2.00                 | 2.30                    | 10.45        |
| KSC  | .50         | 0.00        | 0.00        | 0.00        | 2.30        | 5.85         | .10        | .15         | 8.90         | 0.00                 | 0.00                    | 8.90         |
| LaRC   | 0.00        | 0.00        | 0.00        | 0.00        | 0.00        | 2.20         | 2.85       | .40         | 5.45         | 0.00                 | 3.75                    | 9.20         |
| MSFC   | 0.00        | 0.00        | 0.00        | 0.00        | 0.00        | .60          | .10        | 0.00        | .70          | 0.00                 | 2.10                    | 2.80         |
| SSC  | 0.00        | .05         | 0.00        | 0.00        | 0.00        | 0.00         | 0.00       | 0.00        | .05          | 0.00                 | .15                     | .20          |
| <b>Totals</b>  | <b>3.95</b> | <b>2.55</b> | <b>5.95</b> | <b>3.50</b> | <b>5.45</b> | <b>11.05</b> | <b>4.4</b> | <b>2.05</b> | <b>38.90</b> | <b>2.00</b>          | <b>12.92</b>            | <b>53.82</b> |

Source: Data Call to Center Procurement Offices (June 17, 2008)

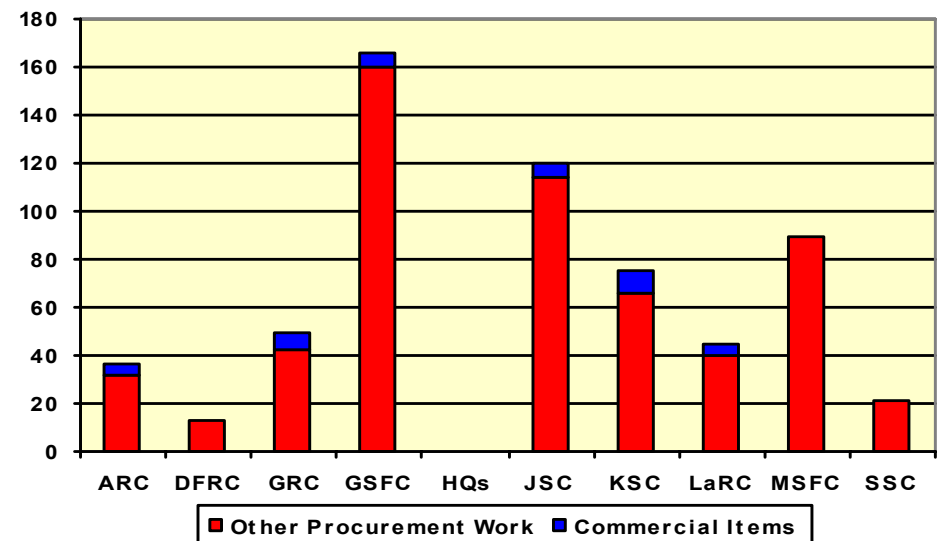
## Description of the Proposed Business Activity (continued)

Current civil service staffing allocated for the award and administration of commercial item procurements between \$3,000 - \$100,000 comprise a small fraction of the total Center procurement office civil service workforce

| Method of Purchase & Payment<br>(FY07 New Commercial Item Awards \$3,000 - \$100,000) |   |  |
|---|---|--|
| Center  | Purchase Order &<br>Payment by Electronic<br>Funds Transfer | Credit Card or<br>Convenience<br>Check |
| ARC   | 227   | 101                                    |
| DFRC  | 170   | 25                                     |
| GRC   | 1,004   | 124                                    |
| GSFC  | 1,439   | 21                                     |
| HQs   | 58  | 8                                      |
| JSC   | 569   | 18                                     |
| KSC   | 417   | 33                                     |
| LaRC  | 825   | 83                                     |
| MSFC  | 337   | 17                                     |
| SSC   | 5   | 0                                      |
| <b>Total</b>  | <b>5,051</b>  | <b>430</b>                             |

Source: FPDS-NG (June 19, 2008)  
P-Card Solutions (June 18, 2008)

Allocation of Center Procurement Workforce (Civil Service)



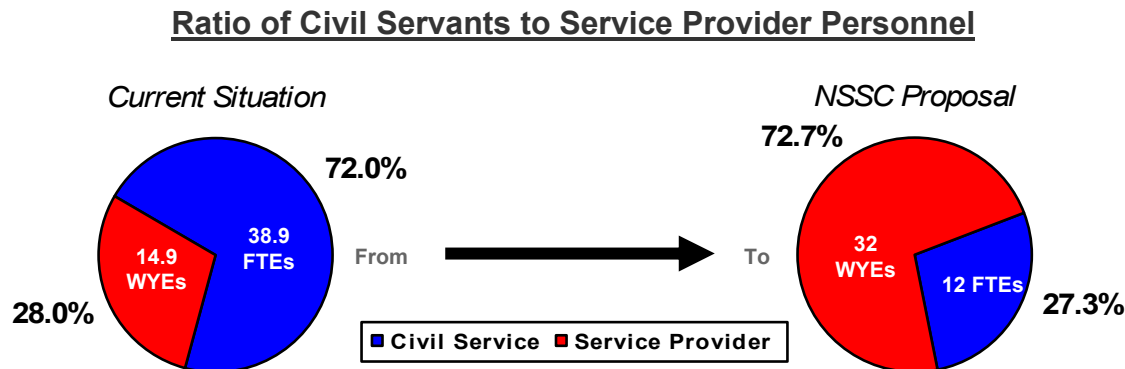
Source: Data Call to Center Procurement Offices (June 17, 2008)  
NASA Workforce Data Cubes (June 10, 2008)

For the vast majority of commercial item purchases between \$3,000 - \$100,000, payment is disbursed by the Center's financial management office via electronic funds transfer; payment by credit card or convenience check is done to lesser and varying degrees at the Centers



## Tasks to be Performed by the NSSC

- NSSC would perform all preaward and postaward functions necessary to award, administer, and close-out these procurements
- Procurement process would be performed jointly by our service provider and civil service contracting officers
  - Service provider would perform all preaward and postaward activities to include, solicitation development, receipt of quotes, preparation of file documentation and award document, administration, and close-out
  - Civil service contracting officers would make source selection decisions, approve sole source justifications, and execute award documents



***A reduction of 9.82 FTEs/WYEs overall with a conversion of 26.9 positions from civil service to service provider***

## Tasks to be Performed by the NSSC (continued)

- NSSC will make payment predominately by credit card or convenience check
  - Estimate that over 98% of all transaction can be paid in this manner
  - For those remaining transactions, disbursement will be made by electronic funds transfer by the NSSC's Financial Management Division
- Payment by credit card or convenience check offers several advantages over the traditional electronic funds transfer method
  - Requisitioners will not need to generate a PR using IEM/SAP
  - Since a PR will not be generated, obligation will occur in p-Card Solutions instead of CMM; this provides the NSSC with an opportunity to develop a simple award template that complies with FAR Part 12 but maximizes information technology assets and moves us closer towards eProcurement
  - Centers will not incur the NSSC accounts payable chargeback cost for processing the vendor's invoice
  - Substantial credit card rebates from JP Morgan/Chase bank will be realized
- *This new business practice does require the competency center to establish an Agency buyer role in p-Card Solutions, similar to the one in SAP*

## Tasks to be Performed by the NSSC (continued)

- The NSSC will develop a web-based requisition form that the requisitioner will access and complete from the NSSC customer service website
  - Form will require information be provided regarding the requisitioner, item, delivery destination and date, sole source justifications, statement of work, and any other data needed for NSSC Procurement to execute the request
  - A section will also be provided where the requisitioner can paste a link from a vendor website or online catalog which will enable NSSC procurement to access the item online
  - Form will allow for file attachments, such as design drawings or lengthy item specifications
  - Resource Analysts will be able to add accounting data in order to obligate required funding via a credit card or convenience check
  - Form eliminates the need for the requisitioner to generate a PR in IEM/SAP
- The NSSC CCC will be utilized to answer questions regarding this activity using the same model and process used on current activities

## Tasks to be Performed by the NSSC (continued)

- An online status tracking system will be accessible for the requisitioner to check the status of their request
  - This tracking system will be modeled after the current tracking system that is used for [training purchases](#) and [grants](#) (click on links to view)
  - The data provided on this tracking system pulls from Remedy and is updated daily at midnight
  - Fields that will be included in the status tracking system include:
 

|                         |                    |                    |
|-------------------------|--------------------|--------------------|
| Requisition Number      | Requisitioner      | Item Description   |
| Vendor                  | Price              | Date Received      |
| Solicitation Issue Date | Quote Receipt Date | Order Number       |
| Award Date              | Delivery Date      | Final Payment Date |
| Close-out Date          |                    |                    |
- As a matter of practice, the NSSC sends out periodic customer surveys to gauge customer satisfaction on our higher volume business lines
  - It is anticipated that surveys will be sent semiannually to a sampling of requisitioners to evaluate our performance on this activity and gauge overall customer satisfaction
  - Corrective action will be taken to remedy systemic weaknesses and the results of these surveys will be made available on our website to anyone within the NASA community

## Tasks to be Performed by the NSSC (continued)

- A statistical data report will be generated at the end of each fiscal year disclosing to Agency leaders dollars spent on simplified acquisitions, vendors used, processing times, and other such information that can be used for resource allotment, future planning, strategic sourcing opportunities, etc.

## Benefits to the Agency

### Annual Potential Cost Savings or Cost Avoidance

|  |                    |
|--|--------------------|
| Reduction in Labor & Change in Ratio of civil service to service provider employees (average over 4 years) | \$2,269,651        |
| Avoidance of Material Handling Charge (for SSC Outsourced Procurement Actions)                             | \$399,063          |
| Credit Card Rebates  | \$847,700          |
| Avoidance of AP/AR Chargeback  | \$904,350          |
| <b>Total Annual Agency Cost Savings/Cost Avoidance</b>   | <b>\$4,420,764</b> |

## Benefits to the Agency (continued)

- A reduction in staffing of approximately 19% to perform this same activity along with a change in the ratio of civil service to service provider employees **from 72.0% FTEs & 28.0% WYEs to 27.3% FTEs & 72.7% WYEs**
  - Reduction results in an estimated cost savings of 45.3% or \$2,269,651 annually
- Freeing up of Center procurement resources (38.90 FTEs and 14.92 WYEs) that could be used to fill existing vacancies, be reassigned to award and administer more complex, higher dollar value procurement actions, or considered for possible reduction
- Estimated cost avoidance of \$399,063 in material handling charges (*administrative overhead, G&A and fee added to the purchase price of the commercial item by SSC and their facility operating services contractor*) by bringing purchasing activities currently outsourced by the Stennis Space Center, in-house to the NSSC
- Estimated \$847,700 in credit card rebates from JP Morgan/Chase bank
- Estimated cost avoidance of \$904,350 by eliminating the need to process 6,029 invoices through the NSSC accounts payable process

## Benefits to the Agency (continued)

- NSSC will be able to provide Agency leadership with in-depth analysis of the commercial item purchasing activity of each Center and the Agency as a whole; analysis can be used to develop strategies for strategically acquiring high-volume repetitive purchases, reducing the number of different models of a specific item by establishing Agency standards (i.e. furniture, office supplies), and more efficiently using “just-in-time” inventory practices; a robust strategic sourcing program will allow NASA to
  - Take advantage of partnering with vendors on an Agency-wide basis when acquiring common commodities and services
  - Improve the overall acquisition process by reducing the overall price of commodities and administrative costs through increased volume purchasing power and visibility into the types of commodities being purchased
  - Improve achievement of socio-economic goals
- A web-based status tracking system, updated daily, that can be used by requisitioner and Center leadership to check the status of an individual procurement action or run Center reports
- Dedicated CCC to answer inquiries from requisitioners and industry



## Benefits to the Agency (continued)

*Cost Savings from Labor Reductions & Change in Ratio of Civil Service to Service Provider Employees*  
Comparison of Current Center vs. Proposed NSSC Burdened Labor Costs

| Center                   | FY09               | FY10             | FY11             | FY12             | FY13             | FY14             | Total             |
|--------------------------|--------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| ARC                      | 0                  | 392,247          | 403,577          | 415,236          | 427,234          | 439,580          | <b>2,077,874</b>  |
| DFRC                     | 0                  | 29,205           | 44,975           | 46,174           | 47,405           | 48,669           | <b>216,427</b>    |
| GRC                      | 0                  | 477,537          | 490,755          | 504,341          | 518,307          | 532,663          | <b>2,523,603</b>  |
| GSFC                     | 0                  | 294,329          | 454,697          | 468,296          | 482,303          | 496,728          | <b>2,196,353</b>  |
| HQ                       | 0                  | 0                | 0                | 0                | 0                | 0                | <b>0</b>          |
| JSC                      | 0                  | 799,638          | 1,234,614        | 1,270,806        | 1,308,062        | 1,346,414        | <b>5,959,534</b>  |
| KSC                      | 0                  | 872,233          | 898,400          | 925,352          | 953,112          | 981,706          | <b>4,630,802</b>  |
| LARC                     | 0                  | 652,630          | 1,006,797        | 1,035,446        | 1,064,916        | 1,095,230        | <b>4,855,020</b>  |
| MSFC                     | 0                  | 163,094          | 251,130          | 257,793          | 264,634          | 271,657          | <b>1,208,309</b>  |
| SSC                      | 0                  | 8,698            | 13,388           | 13,739           | 14,098           | 14,467           | <b>64,390</b>     |
| <b>Total</b>             | <b>0</b>           | <b>3,689,610</b> | <b>4,798,333</b> | <b>4,937,183</b> | <b>5,080,070</b> | <b>5,227,114</b> | <b>23,732,309</b> |
| NSSC                     | 1,162,434          | 2,525,306        | 2,600,645        | 2,692,021        | 2,786,683        | 2,884,748        | <b>14,651,836</b> |
| <b>Estimated Savings</b> | <b>(1,162,434)</b> | <b>1,164,304</b> | <b>2,197,688</b> | <b>2,245,162</b> | <b>2,293,387</b> | <b>2,342,366</b> | <b>9,080,474</b>  |

*Five year savings from proposed 18.3% staffing reduction and change in ratio of civil service to service provider employees*

## Benefits to the NSSC

- Capitalize on existing NSSC procurement expertise
  - Develop a cadre of simplified acquisition specialists
  - Use this cadre as a tool to develop contracting officers for greater responsibility in the Agency contracting area
- Good fit for the NSSC model/portfolio
  - High volume (over 5,000 transactions)
  - Transaction based (priced per transaction processed)
  - Activity can be performed remotely
  - Affects more than three Centers (all Centers involved)
  - Agency benefit (reduction of approximately 19% in labor required to perform this activity)
- This line of new business complements other high volume transactional activities already being performed at the NSSC including: accounts payable, travel voucher processing, grants award processing, and training purchases

## Benefits to the NSSC (continued)

- Opportunity to allocate NSSC overhead over a greater allocation base

NASA Center Savings On Current Services Due to Reduced Indirect/Overhead Rates Based on Commercial Items Business Case Only

| Center        | FY 10            | FY 11            | FY 12            | FY 13            | FY 14            | Total             |
|---------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| <b>ARC</b>    | 136,989          | 150,716          | 158,428          | 159,501          | 158,796          | <b>764,431</b>    |
| <b>DFRC</b>   | 44,489           | 48,417           | 49,811           | 49,174           | 48,429           | <b>240,319</b>    |
| <b>GRC</b>    | 154,679          | 171,660          | 179,886          | 180,801          | 179,406          | <b>866,432</b>    |
| <b>GSFC</b>   | 386,490          | 430,460          | 449,356          | 452,693          | 449,794          | <b>2,168,793</b>  |
| <b>HQ</b>     | 338,388          | 368,562          | 381,370          | 385,326          | 383,004          | <b>1,856,650</b>  |
| <b>HQ-OIG</b> | 6,637            | 7,334            | 7,781            | 7,503            | 7,451            | <b>36,706</b>     |
| <b>JSC</b>    | 270,664          | 297,781          | 313,627          | 314,145          | 311,006          | <b>1,507,222</b>  |
| <b>KSC</b>    | 128,023          | 144,460          | 154,125          | 156,582          | 156,111          | <b>739,302</b>    |
| <b>LARC</b>   | 159,031          | 174,198          | 183,592          | 183,812          | 182,026          | <b>882,659</b>    |
| <b>MSFC</b>   | 165,684          | 186,429          | 197,320          | 198,980          | 196,967          | <b>945,380</b>    |
| <b>SSC</b>    | 41,298           | 46,608           | 49,157           | 48,821           | 48,449           | <b>234,334</b>    |
| <b>TOTAL</b>  | <b>1,832,373</b> | <b>2,026,626</b> | <b>2,124,452</b> | <b>2,137,338</b> | <b>2,121,439</b> | <b>10,242,228</b> |

## Benefits to the NSSC (continued)

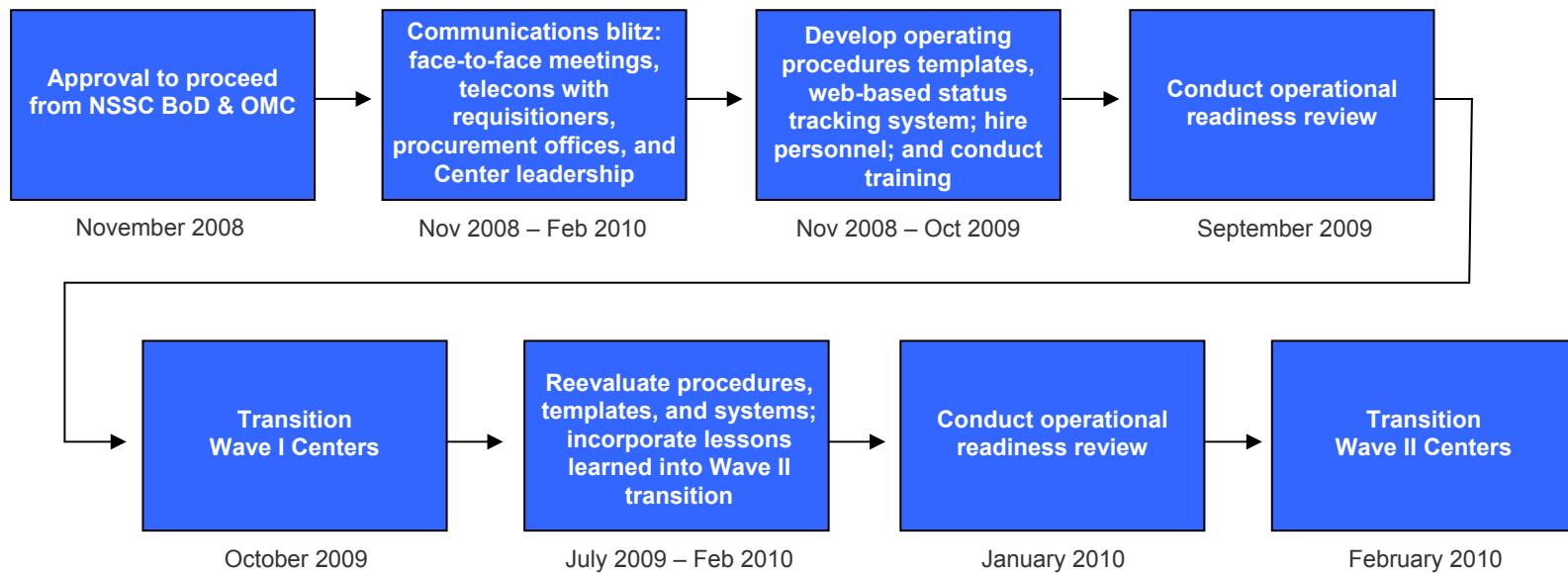
| NSSC RATE TRENDS Based on Simplified Acquisition Business Case Only<br>(The "After" rates reflect a decrease in the Overhead and Indirect Procurement costs allocated to existing service rates.) |          |                  |        |          |                  |        |          |                  |        |          |                  |        |          |                  |        |
|---|----------|------------------|--------|----------|------------------|--------|----------|------------------|--------|----------|------------------|--------|----------|------------------|--------|
| Services  | FY10     |                  |        | FY11     |                  |        | FY12     |                  |        | FY13     |                  |        | FY14     |                  |        |
|   | Baseline | After<br>SimpAcq | Delta  | Baseline | After<br>SimpAcq | Delta  | Baseline | After<br>SimpAcq | Delta  | Baseline | After<br>SimpAcq | Delta  | Baseline | After<br>SimpAcq | Delta  |
| FINANCIAL MANAGEMENT  |          |                  |        |          |                  |        |          |                  |        |          |                  |        |          |                  |        |
| Accounts Payable  | 109.03   | 104.85           | 4.18   | 113.69   | 109.03           | 4.65   | 114.80   | 109.85           | 4.95   | 115.47   | 110.61           | 4.86   | 114.95   | 110.15           | 4.80   |
| Accounts Receivable   | 112.07   | 108.09           | 3.97   | 115.91   | 111.54           | 4.37   | 117.23   | 112.55           | 4.68   | 118.09   | 113.51           | 4.58   | 118.34   | 113.78           | 4.56   |
| Payroll/Time & Attendance Processing  | 120.61   | 118.47           | 2.14   | 127.06   | 124.98           | 2.08   | 129.79   | 127.43           | 2.37   | 131.87   | 129.69           | 2.18   | 132.90   | 130.84           | 2.06   |
| FBWT  | 12.99    | 12.89            | 0.10   | 13.61    | 13.55            | 0.06   | 13.91    | 13.82            | 0.09   | 14.17    | 14.11            | 0.06   | 14.34    | 14.29            | 0.05   |
| Domestic Travel Services  | 35.18    | 34.46            | 0.72   | 36.61    | 35.89            | 0.72   | 37.00    | 36.21            | 0.79   | 37.29    | 36.55            | 0.74   | 37.42    | 36.72            | 0.71   |
| PCS, Foreign & ETDY Services  | 338.21   | 331.89           | 6.32   | 358.52   | 352.15           | 6.37   | 367.21   | 360.14           | 7.07   | 372.71   | 366.09           | 6.62   | 374.00   | 367.79           | 6.21   |
| PCS & ETDY Relocation Assistance*   | 2,476.58 | 2,402.94         | 73.64  | 2,597.42 | 2,516.73         | 80.69  | 2,619.31 | 2,533.30         | 86.02  | 2,634.09 | 2,551.69         | 82.40  | 2,646.86 | 2,564.83         | 82.03  |
| HUMAN RESOURCES   |          |                  |        |          |                  |        |          |                  |        |          |                  |        |          |                  |        |
| Support to Personnel Programs   | 145.71   | 141.16           | 4.55   | 150.76   | 145.75           | 5.01   | 152.16   | 147.04           | 5.12   | 153.73   | 148.48           | 5.25   | 154.31   | 149.06           | 5.25   |
| Employee Development and Training   | 108.82   | 104.49           | 4.33   | 114.49   | 109.63           | 4.86   | 116.00   | 111.01           | 4.99   | 117.57   | 112.45           | 5.12   | 117.51   | 112.45           | 5.07   |
| Employee Benefits   | 143.85   | 138.24           | 5.61   | 151.38   | 145.06           | 6.32   | 153.51   | 147.01           | 6.49   | 155.41   | 148.76           | 6.66   | 155.93   | 149.29           | 6.64   |
| Human Resource and Training Information Systems   | 145.01   | 140.26           | 4.76   | 152.86   | 147.51           | 5.35   | 156.51   | 150.97           | 5.54   | 160.64   | 154.87           | 5.77   | 163.36   | 157.52           | 5.84   |
| eOPF Record Keeping   | 23.82    | 22.87            | 0.95   | 24.85    | 23.79            | 1.06   | 25.16    | 24.07            | 1.09   | 25.18    | 24.07            | 1.10   | 25.20    | 24.09            | 1.11   |
| Personnel Action Processing   | 74.83    | 71.91            | 2.93   | 78.43    | 75.14            | 3.28   | 79.60    | 76.22            | 3.38   | 80.67    | 77.20            | 3.47   | 80.57    | 77.13            | 3.44   |
| SES Case documentation  | 8,633.39 | 8,337.99         | 295.40 | 9,065.84 | 8,734.17         | 331.67 | 9,156.25 | 8,816.89         | 339.35 | 9,409.52 | 9,055.85         | 353.67 | 8,454.69 | 8,115.88         | 338.81 |
| PROCUREMENT   |          |                  |        |          |                  |        |          |                  |        |          |                  |        |          |                  |        |
| Procurement Processing and Other Admin Services   | 202.44   | 201.03           | 1.40   | 218.78   | 216.43           | 2.35   | 229.38   | 226.71           | 2.68   | 240.50   | 237.45           | 3.06   | 249.90   | 246.73           | 3.17   |
| Grant & SBIR Awards   | 2,830.45 | 2,684.53         | 145.92 | 2,946.60 | 2,786.79         | 159.81 | 2,983.22 | 2,819.68         | 163.54 | 3,021.98 | 2,854.36         | 167.62 | 3,028.71 | 2,861.32         | 167.39 |
| Grant & SBIR Administration   | 678.49   | 643.07           | 35.42  | 740.11   | 699.39           | 40.72  | 738.01   | 696.95           | 41.06  | 744.76   | 702.87           | 41.89  | 746.49   | 704.62           | 41.87  |
| Off-Site Training Purchases   | 116.73   | 113.84           | 2.89   | 122.43   | 118.98           | 3.45   | 124.69   | 121.13           | 3.56   | 125.87   | 122.26           | 3.61   | 126.69   | 123.21           | 3.49   |
| On-Site Training Purchases  | 575.24   | 560.59           | 14.65  | 601.53   | 584.39           | 17.14  | 599.23   | 581.93           | 17.30  | 612.28   | 594.29           | 17.99  | 625.96   | 608.54           | 17.41  |

## Transition Timeline

- Anticipating approval from the NSSC BOD, HQ, and OMC by November 1, 2008
- NSSC proposes to complete the transition with full assumption of responsibility on February 1, 2010
- Centers will transition in two waves, with the first wave comprising three Centers and transitioning in October 2009; selection criteria to be used in selecting the Centers for transition in Wave I include
  - Combination of Centers which will provide an annual volume of 2,000 transactions per year (approximately 33% of the total annual volume)
  - A large enough volume to sufficiently stress the processes, personnel, and systems in place
  - Centers with support contracts ending in Fall 2009 or can be readily descoped
  - Center preference to transition early

# Transition Timeline (continued)

## *Key Transitional Activities and Milestones*



# Risk Analysis

| Project Risk Assessment  |             |        |
|--|-------------|--------|
| Risk 1   | Probability | Impact |
| Commercial item purchases may be critical to Center institutional operations or programs managed by the Center and the Center is fearful about outsourcing that capability to the NSSC   | Low         | Medium |
| <b>Mitigation:</b> Commercial item purchases requiring higher quality requirements (human rated or flight quality) or hazardous materials will remain at the centers. NSSC procurement staff will have sufficient training and experience to procure any other type of commercial item. Training will stress significant interface and communication with the requisitioner to insure all requirements are understood and incorporated into the award documents.                               |             |        |
| Risk 2   | Probability | Impact |
| Commercial item procurements often have short turnarounds and Centers are fearful that the NSSC cannot meet those short lead-times   | Medium      | Medium |
| <b>Mitigation:</b> NSSC will assign a dedicated team to perform this activity. Processes will be developed to prioritize requisitions based on urgency or other factors. The NSSC procurement Division has a proven track record of processing our customer's urgent requirements in training purchases and grants. This same level of customer service will be brought to this activity.  |             |        |
| Risk 3   | Probability | Impact |
| Significant amount of interface is often required between the requisitioner and the contracting officer. Doing this from a remote location increases project risk.   | High        | Medium |
| <b>Mitigation:</b> Customer Service training and customer focus are key requirements for all employees and are continually reinforced in all activities at the NSSC. Processes developed for this activity will emphasis fast, timely, and personal service with the requisitioner, either over the phone or via online communications. Training will stress significant interface and communication to insure that all requirements are understood and incorporated into the award documents. |             |        |
| Risk 4   | Probability | Impact |
| This is a significant change to the way business is currently done, change management will be a significant undertaking that the NSSC may not be up to   | High        | Medium |
| <b>Mitigation:</b> The NSSC will utilize a comprehensive communication plan that emphasizes face to face meetings, frequent telecons, and distribution of written guides, fact sheets, and updates. This plan will be implemented at the time authorization to proceed is received and continue through the transition of Wave II Centers. Printed materials regarding the transition and instructions on the new process will also be assessable for reference on the NSSC customer website   |             |        |

## Risk Analysis (continued)

| Risk 5   | Probability | Impact |
|--|-------------|--------|
| Simplified acquisitions are a valuable training tool particularly for new hires, interns or junior level employees. This training tool would be lost with the consolidation.   | High        | Low    |
| <b>Mitigation:</b> In order to attract and retain the caliber of new hires desired by the Agency, Centers need to provide more challenging and substantial procurement learning opportunities. CI SATs are often not the most ideal place to start highly motivated and competent new hires. Being given this type of work is often a reason cited by young employees leaving the Agency. Centers can teach new hires the basics of procurement on other types of procurement actions.           |             |        |
| Risk 6   | Probability | Impact |
| Building 1111 at full capacity and unable to accommodate 37 new employees  | Medium      | Medium |
| <b>Mitigation:</b> Vacant cubicles throughout the building will be utilized. Reconfiguration of unused floor space with workstations may be necessary. Option to lease space in another building at SSC available.   |             |        |
| Risk 7   | Probability | Impact |
| Unable to hire sufficient qualified employees  | Low         | High   |
| <b>Mitigation:</b> Begin the hiring process earlier in the transition cycle. Increase presence at local college career placement offices and job fairs. Do not rely solely on the traditional vacancy announcement. Offer Agency procurement personnel detail opportunities at the NSSC. Temporarily reassign current employees to assist during the transition or until new personnel are hired. Coordinate with HR to receive direct hire authority and ability to hire reemployed annuitants. |             |        |
| Risk 8   | Probability | Impact |
| Centers have long-term contracts in place for this activity that extend past the transition scheduled transition "go live" dates   | Medium      | Medium |
| <b>Mitigation:</b> Transition timeline is sufficiently long to allow Centers the option of not exercising an option on the applicable contract or to take the necessary procurement action to descope the effort for the resources no longer needed. Centers also have the option to reassign effected personnel to work on their more complex, higher dollar value procurements.  |             |        |
| Risk 9   | Probability | Impact |
| Centers fearful of losing credit for awards to small and small disadvantage businesses   | Low         | Low    |
| <b>Mitigation:</b> Awards will be entered into FPDS-NG allowing centers using the same process currently in place for SBIRs. This process will allow Centers to retain credit for awards to small and small disadvantage businesses.   |             |        |



## Risk Analysis (continued)

| Risk 10   | Probability | Impact |
|---|-------------|--------|
| Current Center labor resource estimates appear low  | Medium      | High   |
| <b>Mitigation:</b> Business proposal provides the NSSC with the right to increase its business proposal staffing estimate by .75 FTE/WYE for every 1.0 FTE/WYE understated by the Centers, if the labor estimates provided by Centers in their response to the June 18, 2008 data call were in fact understated.  |             |        |
| Risk 11   | Probability | Impact |
| Requisitioners will need to learn and use a new system to generate requisitions. Shipping and receiving personnel will need to note inspection and acceptance in a new system   | High        | Low    |
| <b>Mitigation:</b> Extensive communication strategy, to include face-to-face meetings, training guides, and customer contact center availability, will be in place to train new users. New systems will be more intuitive than IEM/SAP, using common web-based interfaces and Microsoft Windows applications.   |             |        |
| Risk 12   | Probability | Impact |
| Unable to create an Agency buyer role in p-Card solutions   | Medium      | Medium |
| <b>Mitigation:</b> Have the support of senior Agency procurement leadership to work with the competency center to create this role. A similar role has already been created in SAP/CMM. If that fails, NSSC buyers will obtain a limited number of Center credit cards from each Center and become part of that Center's reconciliation process. NSSC has extensive experience reconciling credit card statements, reconciling over 10,000 training purchases annually. Extremely high confidence that reconciliation can be performed timely and will not impact a Center's reconciliation activity. |             |        |

## Final Recommendation

- The NSSC projects that by consolidating the purchase of commercial items between \$3,000 - \$100,000 at the NSSC, the Agency will save or avoid \$4,420,764 annually
- This savings, or cost avoidance, is realized through a combination of process engineering, innovative thinking, and efficiencies from standardization and specialization
- In addition, the Agency will realize qualitative benefits through
  - Published service level indicators (both quality and lead-times)
  - Customer contact center available to answer inquiries
  - Web based requisition form in lieu of using IEM/SAP
  - A web-based status tracking system, updated daily, that can be used by requisitioner and Center leadership to check the status of an individual procurement action or run Center reports
  - Annual statistical reports that can be used by Agency leadership for future planning activities, resource allotment, and strategic sourcing opportunities
- The combined quantitative and qualitative benefits of this new business proposal make it a winner for the Agency, Centers, NSSC and industry; the transition of this activity to the NSSC should begin as soon as possible to maximize overall benefit

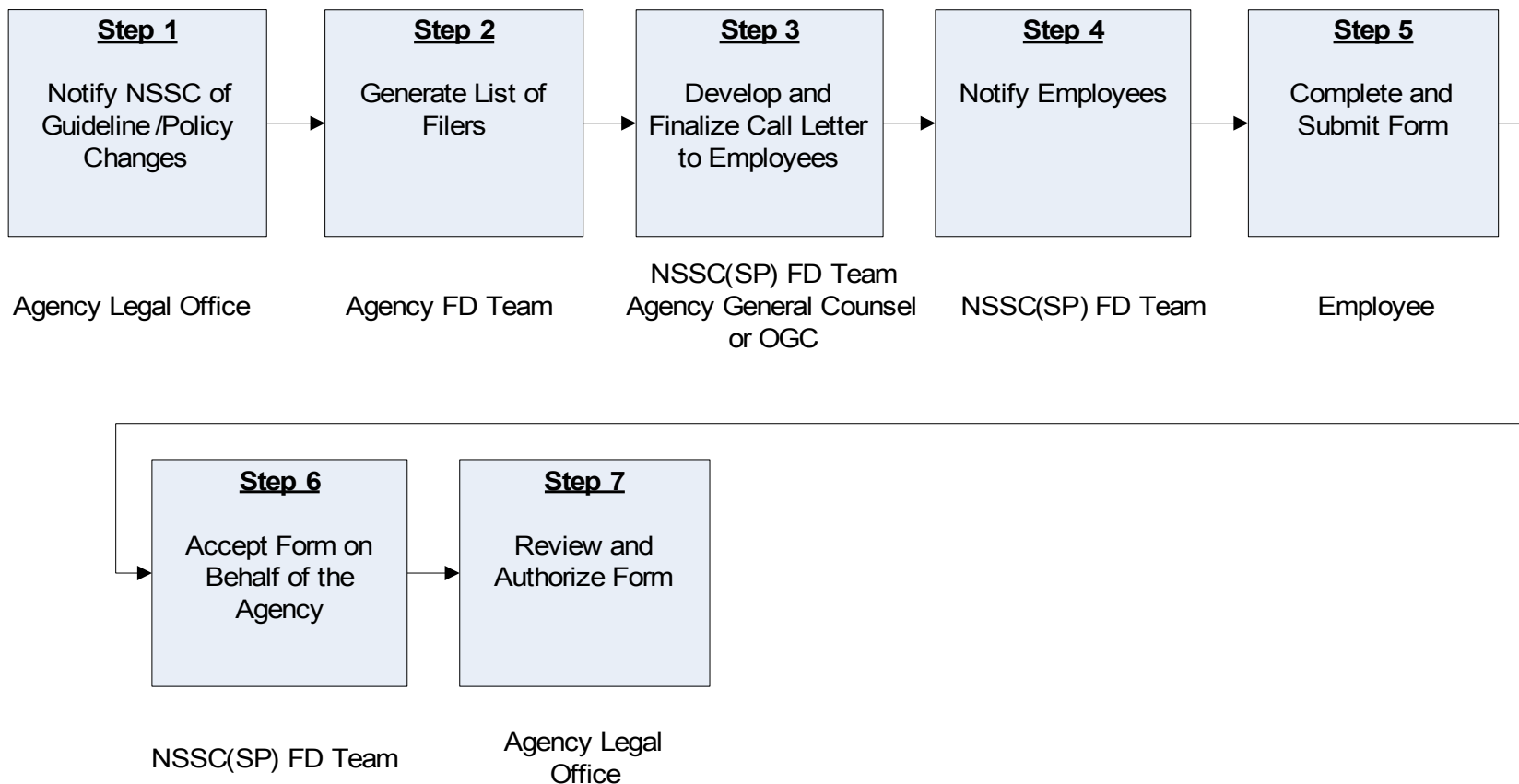
Troy Taylor  
New Business Case #3: EPTS, Providing Financial Disclosure  
Services to Other Agencies

## Description of the Proposed Business

- The Ethics Program Tracking System (EPTS) is a web-based service that enables users to electronically, file, track, and review Federal Financial Disclosure Forms
  - Confidential Financial Disclosure OGE-450
  - OGE-450A
  - Public Financial Disclosure SF-278 forms.
- The current EPTS software was re-designed by the EPTS Team in 2007 and is **currently being used** by most of the 8,481 NASA employees required to file OGE-450s
- The software is also being expanded to include NASA's 689 SF-278 filers (expected availability < 12 months)
- The goal is to begin providing the EPTS service to interested small to medium-sized federal agencies who require this service

# Process Flow: Tasks to be Performed by the NSSC

## PROCESS 1 – OVERVIEW OF FINANCIAL DISCLOSURE – ANNUAL OGE FORM 450 and SF 278



## Benefits to the Agency

- EPTS Business Case requires no additional capital investment
  - It is “pay as you go;” new federal users must pay up front
- NASA’s EPTS rate will decrease from \$86/filer in FY09 to \$50/filer in FY14; currently embedded in employee benefits
- \$3.3M of NSSC’s indirect and overhead costs required to operate and manage the EPTS will be redirected to other federal agencies through FY14
  - This represents an annual “cost-avoidance” of \$555K
- All NSSC service rates will decrease due to redirected overhead
- NASA “savings” will likely continue to increase each Fiscal Year; this model is extended beyond FY14

# Benefits to the Agency: EPTS Business Projections Impact to Service Rates

| NSSC RATE TRENDS Based on EPTS Business Case Only |          |            |       |          |            |        |          |            |        |          |            |        |          |            |        |          |            |        |
|---|----------|------------|-------|----------|------------|--------|----------|------------|--------|----------|------------|--------|----------|------------|--------|----------|------------|--------|
| Services  | FY09     |            |       | FY10     |            |        | FY11     |            |        | FY12     |            |        | FY13     |            |        | FY14     |            |        |
|   | Baseline | After EPTS | Delta | Baseline | After EPTS | Delta  | Baseline | After EPTS | Delta  | Baseline | After EPTS | Delta  | Baseline | After EPTS | Delta  | Baseline | After EPTS | Delta  |
| FINANCIAL MANAGEMENT                              |          |            |       |          |            |        |          |            |        |          |            |        |          |            |        |          |            |        |
| Accounts Payable                                  | 107.79   | 107.57     | 0.21  | 109.03   | 108.74     | 0.29   | 113.69   | 113.24     | 0.45   | 114.80   | 114.25     | 0.55   | 115.47   | 114.82     | 0.65   | 114.95   | 114.20     | 0.76   |
| Accounts Receivable                               | 111.05   | 110.83     | 0.22  | 112.07   | 111.77     | 0.30   | 115.91   | 115.45     | 0.46   | 117.23   | 116.67     | 0.56   | 118.09   | 117.42     | 0.67   | 118.34   | 117.56     | 0.78   |
| Payroll/Time & Attendance Processing              | 120.07   | 119.84     | 0.24  | 120.61   | 120.29     | 0.32   | 127.06   | 126.56     | 0.50   | 129.79   | 129.17     | 0.62   | 131.87   | 131.13     | 0.74   | 132.90   | 132.02     | 0.87   |
| FBWT  | 13.16    | 13.13      | 0.03  | 12.99    | 12.95      | 0.03   | 13.61    | 13.56      | 0.05   | 13.91    | 13.84      | 0.07   | 14.17    | 14.09      | 0.08   | 14.34    | 14.25      | 0.09   |
| Domestic Travel Services                          | 34.60    | 34.53      | 0.07  | 35.18    | 35.09      | 0.09   | 36.61    | 36.47      | 0.15   | 37.00    | 36.82      | 0.18   | 37.29    | 37.08      | 0.21   | 37.42    | 37.18      | 0.25   |
| PCS, Foreign & ETDY Services                      | 331.93   | 331.27     | 0.66  | 338.21   | 337.31     | 0.89   | 358.52   | 357.10     | 1.42   | 367.21   | 365.45     | 1.76   | 372.71   | 370.60     | 2.10   | 374.00   | 371.54     | 2.46   |
| PCS & ETDY Relocation Assistance*                 | 2,366.90 | 2,362.20   | 4.70  | 2,476.58 | 2,470.03   | 6.55   | 2,597.42 | 2,587.12   | 10.30  | 2,619.31 | 2,606.74   | 12.58  | 2,634.09 | 2,619.24   | 14.85  | 2,646.86 | 2,629.45   | 17.41  |
| HUMAN RESOURCES                                   |          |            |       |          |            |        |          |            |        |          |            |        |          |            |        |          |            |        |
| Support to Personnel Programs                     | 141.26   | 139.59     | 1.67  | 145.71   | 143.37     | 2.34   | 150.76   | 147.28     | 3.48   | 152.16   | 147.99     | 4.18   | 153.73   | 148.87     | 4.86   | 154.31   | 148.74     | 5.57   |
| Employee Development and Training                 | 106.38   | 105.12     | 1.26  | 108.82   | 107.07     | 1.75   | 114.49   | 111.85     | 2.64   | 116.00   | 112.81     | 3.18   | 117.57   | 113.85     | 3.72   | 117.51   | 113.27     | 4.24   |
| Employee Benefits                                 | 143.90   | 142.20     | 1.70  | 143.85   | 141.54     | 2.31   | 151.38   | 147.89     | 3.49   | 153.51   | 149.29     | 4.21   | 155.41   | 150.50     | 4.91   | 155.93   | 150.30     | 5.63   |
| Human Resource and Training Information Systems   | 141.72   | 140.04     | 1.67  | 145.01   | 142.69     | 2.33   | 152.86   | 149.33     | 3.53   | 156.51   | 152.21     | 4.29   | 160.64   | 155.56     | 5.08   | 163.36   | 157.46     | 5.90   |
| eOPF Record Keeping                               | 22.76    | 22.49      | 0.27  | 23.82    | 23.44      | 0.38   | 24.85    | 24.28      | 0.57   | 25.16    | 24.47      | 0.69   | 25.18    | 24.38      | 0.80   | 25.20    | 24.29      | 0.91   |
| Personnel Action Processing                       | 72.95    | 72.09      | 0.86  | 74.83    | 73.63      | 1.20   | 78.43    | 76.62      | 1.81   | 79.60    | 77.42      | 2.18   | 80.67    | 78.12      | 2.55   | 80.57    | 77.66      | 2.91   |
| SES Case documentation                            | 8,225.18 | 8,127.97   | 97.21 | 8,633.39 | 8,494.92   | 138.47 | 9,065.84 | 8,856.72   | 209.13 | 9,156.25 | 8,904.99   | 251.26 | 9,409.52 | 9,112.08   | 297.45 | 8,454.69 | 8,149.42   | 305.27 |
| PROCUREMENT                                       |          |            |       |          |            |        |          |            |        |          |            |        |          |            |        |          |            |        |
| Procurement Processing and Other Admin Services   | 195.03   | 194.62     | 0.40  | 202.44   | 201.88     | 0.56   | 218.78   | 217.87     | 0.91   | 229.38   | 228.23     | 1.16   | 240.50   | 239.08     | 1.42   | 249.90   | 248.17     | 1.73   |
| Grant & SBIR Awards                               | 2,853.36 | 2,847.62   | 5.74  | 2,830.45 | 2,822.82   | 7.63   | 2,946.60 | 2,934.68   | 11.92  | 2,983.22 | 2,968.57   | 14.65  | 3,021.98 | 3,004.57   | 17.42  | 3,028.71 | 3,008.32   | 20.39  |
| Grant & SBIR Administration                       | 677.09   | 675.73     | 1.36  | 678.49   | 676.67     | 1.83   | 740.11   | 737.11     | 2.99   | 738.01   | 734.39     | 3.62   | 744.76   | 740.47     | 4.29   | 746.49   | 741.46     | 5.02   |
| Off-Site Training Purchases                       | 94.40    | 94.21      | 0.19  | 116.73   | 116.41     | 0.31   | 122.43   | 121.93     | 0.50   | 124.69   | 124.08     | 0.61   | 125.87   | 125.14     | 0.73   | 126.69   | 125.84     | 0.85   |
| On-Site Training Purchases                        | 522.04   | 520.99     | 1.05  | 575.24   | 573.69     | 1.55   | 601.53   | 599.10     | 2.43   | 599.23   | 596.29     | 2.94   | 612.28   | 608.75     | 3.53   | 625.96   | 621.74     | 4.21   |

**All of the NSSC rates would be slightly reduced due to corresponding reduction in NSSC overhead (\$555k Average Annually)**

# Benefits to the Agency: EPTS Potential Impact to Center NSSC Rates\* (\*based on 58K filers by FY14)

NASA Center Savings On Current Services Due to Reduced  
Indirect/Overhead Rates Based on EPTS Business Case Only

| <b>FY 09</b>  | <b>FY 09</b>   | <b>FY 10</b>   | <b>FY 11</b>   | <b>FY 12</b>   | <b>FY 13</b>   | <b>FY 14</b>   | <b>TOTAL</b>     |
|---------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|
| <b>ARC</b>    | 18,043         | 24,888         | 37,999         | 46,224         | 54,490         | 62,992         | <b>244,635</b>   |
| <b>DFRC</b>   | 6,795          | 9,083          | 13,387         | 15,651         | 17,972         | 20,508         | <b>83,396</b>    |
| <b>GRC</b>    | 21,650         | 29,538         | 45,162         | 54,887         | 64,609         | 74,498         | <b>290,344</b>   |
| <b>GSFC</b>   | 43,472         | 59,728         | 91,730         | 111,670        | 131,545        | 152,341        | <b>590,486</b>   |
| <b>HQ</b>     | 29,914         | 40,849         | 62,115         | 74,990         | 88,214         | 101,831        | <b>397,913</b>   |
| <b>HQ-OIG</b> | 424            | 602            | 949            | 1,158          | 1,370          | 1,606          | <b>6,108</b>     |
| <b>JSC</b>    | 41,975         | 57,678         | 87,249         | 106,026        | 124,758        | 143,673        | <b>561,360</b>   |
| <b>KSC</b>    | 24,637         | 34,089         | 52,103         | 63,746         | 75,212         | 86,912         | <b>336,699</b>   |
| <b>LARC</b>   | 24,477         | 33,694         | 50,241         | 61,080         | 71,870         | 82,921         | <b>324,283</b>   |
| <b>MSFC</b>   | 31,848         | 43,322         | 67,050         | 82,014         | 96,691         | 111,319        | <b>432,243</b>   |
| <b>SSC</b>    | 4,762          | 6,535          | 10,008         | 12,091         | 14,265         | 16,480         | <b>64,140</b>    |
| <b>TOTAL</b>  | <b>247,995</b> | <b>340,005</b> | <b>517,994</b> | <b>629,537</b> | <b>740,996</b> | <b>855,080</b> | <b>3,331,607</b> |



## Benefits to the Agency: Decreased NASA Internal EPTS Rates

| Business Case Development/<br>Operations & Maintenance Costs | NASA and non-NASA Agency Costs |                  |                  |                  |                  |                  |                   |
|--|--------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
|  | FY09                           | FY10             | FY11             | FY12             | FY13             | FY14             | Total             |
| Project Management   | 116,004                        | 187,794          | 369,061          | 379,332          | 389,335          | 398,385          | 1,839,911         |
| SF-278 Design/Development/Maintenance                        | 184,169                        | 355,510          | 474,709          | 582,649          | 695,771          | 810,781          | 3,103,587         |
| OGE-450 & Interface Maintenance                              | 184,169                        | 381,124          | 474,709          | 582,649          | 695,771          | 810,781          | 3,129,201         |
| Contact Center Support                                       | 114,711                        | 213,971          | 295,115          | 362,241          | 432,756          | 502,728          | 1,921,522         |
| Application Administration                                   | 182,522                        | 352,153          | 470,450          | 577,422          | 689,534          | 803,476          | 3,075,557         |
| ODC  | 0                              | 10,000           | 21,000           | 11,000           | 11,500           | 12,000           | 65,500            |
| <b>Business Case Maintenance Total</b>                       | <b>781,574</b>                 | <b>1,500,552</b> | <b>2,105,044</b> | <b>2,495,292</b> | <b>2,914,666</b> | <b>3,338,150</b> | <b>13,135,278</b> |
| <b>Business Case Utilization</b>                             | <b>9,170</b>                   | <b>19,876</b>    | <b>36,621</b>    | <b>46,871</b>    | <b>57,120</b>    | <b>67,370</b>    | <b>237,029</b>    |
| <b>Business Case EPTS Rate</b>                               | <b>85.23</b>                   | <b>75.49</b>     | <b>57.48</b>     | <b>53.24</b>     | <b>51.03</b>     | <b>49.55</b>     |                   |

The FY10 EPTS rate to be paid by NASA Centers and non-NASA agencies is reduced by 16% from the baseline rate. The FY11 rate is reduced by 36%, and by FY14, the rate is reduced by almost 50%.

## Benefits to the Agency: Savings by Redirecting Indirect/Overhead Costs

| Redirected NASA Overhead Costs                |            |            |            |            |            |            |              |
|---|------------|------------|------------|------------|------------|------------|--------------|
|   | FY09       | FY10       | FY11       | FY12       | FY13       | FY14       | Total        |
| <b>Indirect Costs</b>                         | \$ 136,793 | \$ 189,255 | \$ 281,155 | \$ 337,699 | \$ 393,062 | \$ 446,894 | \$ 1,784,858 |
| Non-NASA Development/Implementation           | \$ 136,793 | \$ 70,938  | \$ 68,318  | \$ 68,545  | \$ 68,871  | \$ 69,145  | \$ 482,611   |
| Non-NASA Development/Operations & Maintenance | \$ -       | \$ 118,317 | \$ 212,837 | \$ 269,154 | \$ 324,190 | \$ 377,749 | \$ 1,302,247 |
| <b>Overhead Costs</b>                         | \$ 111,203 | \$ 150,750 | \$ 236,839 | \$ 291,837 | \$ 347,934 | \$ 408,186 | \$ 1,546,748 |
| Non-NASA Development/Implementation           | \$ 111,203 | \$ 55,855  | \$ 54,957  | \$ 56,815  | \$ 58,694  | \$ 60,988  | \$ 398,511   |
| Non-NASA Development/Operations & Maintenance | \$ -       | \$ 94,895  | \$ 181,882 | \$ 235,023 | \$ 289,240 | \$ 347,198 | \$ 1,148,237 |
| <b>NASA Savings</b>                           | \$ 247,995 | \$ 340,005 | \$ 517,994 | \$ 629,537 | \$ 740,996 | \$ 855,080 | \$ 3,331,607 |

No operational costs incurred for non-NASA agencies in FY09, as they “go live” in FY10.

## Source of “Benefits to NASA”

- The \$3.3M estimated “cost avoidance” is based on providing EPTS services to federal agencies beginning in FY10
  - Gaining 58,200 additional filers from other federal agencies by the end of FY14
  - The estimated volume of 58,200 users represents 6.6% of identified potential federal filers of at least 881,071
  - Based on current federal workforce

## Annual Estimated Volume/Utilization

Potential Market of Other Small-Medium Sized Federal  
Agency Filers = 881,071

(NASA needs 6.6% of the total to prove the business case)

- Federal Deposit Insurance Corp (5,524 employees est. 2,697 filers)
- Office of Government Ethics (80 employees est. 80 filers)
- Nuclear Regulatory Commission (3,062 employees est. 1,490 filers)
- Department of Treasury (135,743 employees est. 61,084 filers)
- Department of Health and Human Services (68,832 employees est. 30,974 filers)
- Department of Agriculture (96,855 employees est. 43,585 filers)
- Department of Transportation (132,987 employees est. 59,795 filers)
- Department of Veterans Affairs (1,065,218 employees est. 479,348 filers)
- Department of State (31,423 employees est. 15,255 filers)

*(estimated numbers)*

## Annual Estimated Volume/Utilization (continued from previous slide)

- Federal Communications Commission (2,042 employees est. 919 filers)
- National Science Foundation (1,305 employees est. 588 filers)
- Department of Justice (114,981 employees est. 50,707 filers)
  - DOJ-US Attorneys Office (11,392 employees est. 6,203 filers)
- Federal Trade Commission (1,082 employees est. 487 filers)
- Small Business Administration (3,528 employees est. 1,726 filers)
- Pension Benefit Guaranty Corporation (709 employees est. 360 filers)

*(estimated numbers)*

*Reference: OPM Employment and Trends Data, 2002,  
Last published OPM Numbers*

# NSSC Tasks Performed for Federal Agency Customers (One-Time Service Set-Up)

- Provide customized EPTS software for each federal agency, to include the following functions
  - Branding of the software for the new agency
  - Changing agency interfaces to support the new service
  - Developing the capability for the filer to log-in, or incorporating the agency's single sign-on capability
  - Providing installation and set-up services for the administration portion of the software within the agency's environment
  - Developing an agency specific website to serve as Level 0 (self-service) support for the agency

## Additional Tasks to be Performed by the NSSC Maintenance and Operations

- The agency will be charged on a per filer basis that includes basic installation and software maintenance (additional hourly rate for customization)
  - Provide version upgrades as changes are made to the Financial Disclosure Program by the Office of Government Ethics
  - Provide access to the filer application with scheduled feeds to agency
  - Provide Level 1 Contact Center support through Contact Center tab for agency users/filers
  - Provide Level 2 IT software issues and document support for form issues
  - Level 2/3 functional support will be provided by the customer agency and not the NSSC
  - Level 3 support for adjudicating will be retained by Customer Agency Ethics Official to administer and approve agency forms, policies, and procedures

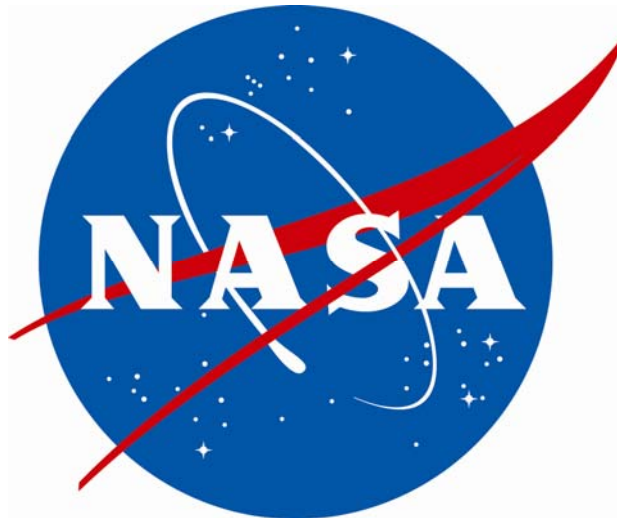
# Risk Analysis

| Project Risk Assessment  |             |        |
|--|-------------|--------|
| Risk 1   | Probability | Impact |
| No Other Federal agencies elect to use EPTS.   | Medium      | Low    |
| <b>Mitigation:</b> NSSC will not staff up unless Other Federal agencies approve interagency agreements to pay 100% of their implementation costs. No capital will be expended by NASA. |             |        |
| Risk 2   | Probability | Impact |
| No Interface supplied for employee data  | Low         | Low    |
| <b>Mitigation:</b> The client agency would have to populate filer data into the system manually.   |             |        |
| Risk 3   | Probability | Impact |
| System would compromise Personal Identifiable Information (PII) outside of appropriate user community.   | Low         | High   |
| <b>Mitigation:</b> NSSC IT has conducted a review of the EPTS data and determined that information collected by the EPTS system is not considered PII in nature.                       |             |        |



## Recommendations

- Approve the EPTS business case for other federal agencies:
  - Cost savings of \$3.3M over the next 5 years will lower rates across NASA
  - A low risk, ZERO investment venture that has the potential to lead to substantial cost avoidance for NASA during the next 5 years and beyond



# Executive Director Backup

## **Net Present Value (NPV):**

- Present (discounted) value of future cash inflows minus present value of the investment and any associated future cash outflows...present value of anticipated annual costs savings/avoidance
- Net result of a multiyear investment expressed in today's dollars to indicate the “value” or “worthiness” of an investment

## **Payback Period:**

- Net investment amount divided by the average annual cash flow (savings/avoidance)
- Answers the question “How long will it take to get my money back?”

## **Internal Rate of Return (IRR):**

- Discount rate that results in a NPV of zero for a series of future cash flows...a cutoff rate of return
- Investment or project typically avoided if its IRR is less than its cost of capital or minimum desired rate of return
- Provides a simple hurdle rate for investment decision-making

## **Savings:**

- Reflects costs saved or avoided that could be redirected to other priorities within NASA

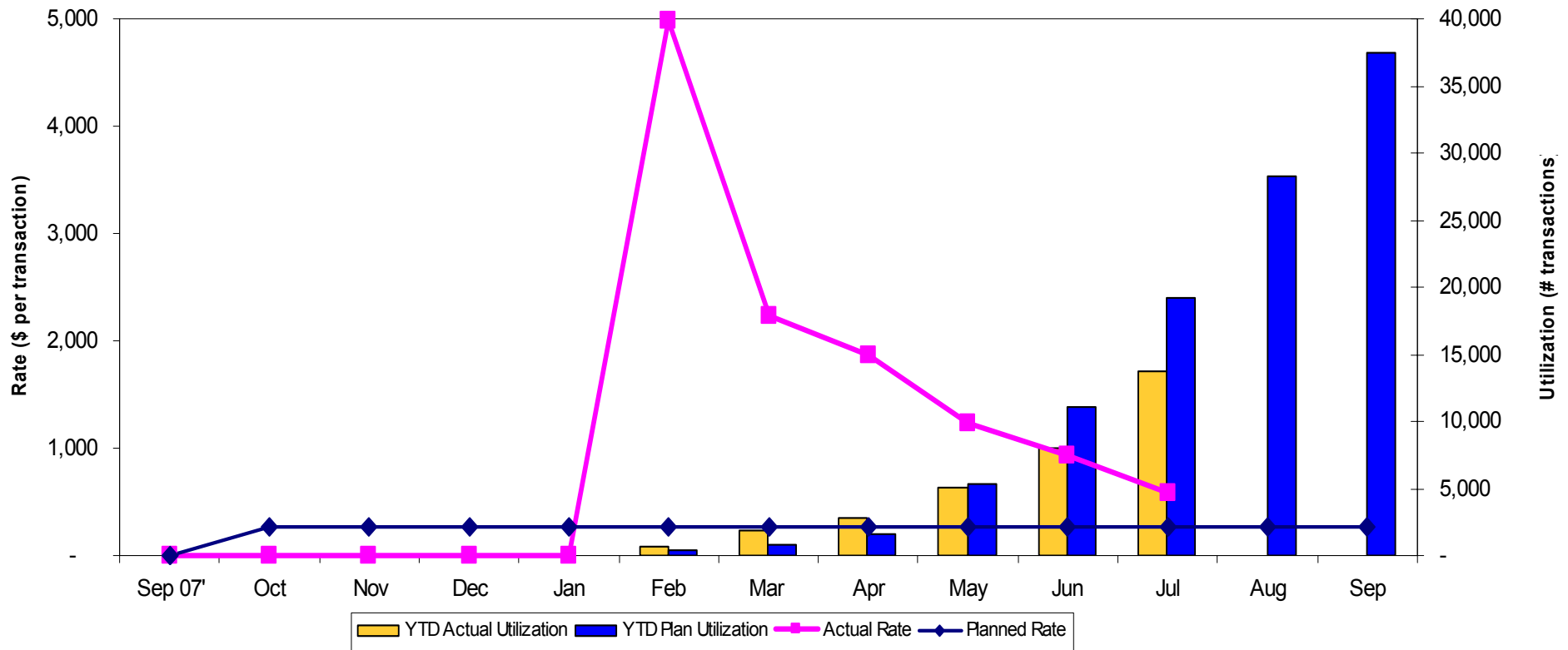
## **Discount:**

- Minimum required rate of return on initial investment
- 2.5% selected from OMB Circular A-94, Appendix C for *2003 NSSC Implementation Plan*

# Business & Administration Backup

- Earnings only apply to services delivered to the Centers/HQ
  - Can be negative or positive
  - Goal of NSSC is to break even each FY
- Positive Earnings (Gains)
  - Overestimate the cost to perform the service based on inaccurate Center projections or inaccurate estimates on our part
  - Centers over utilize
- Negative Earnings (Losses)
  - Underestimate the actual cost to provide the service
  - Centers underutilize
- If NSSC does not provide the total amount of specific services agreed to in the SLA between the Centers and NSSC, then those services not provided are considered “unearned” and are credited back to the Centers during the next FY via an adjustment to the Center’s IPAC scheduled amounts

# Accounts Payable



|                               | Sep 07' | Oct     | Nov     | Dec     | Jan     | Feb   | Mar   | Apr   | May   | Jun    | Jul    | Aug    | Sep    |
|-------------------------------|---------|---------|---------|---------|---------|-------|-------|-------|-------|--------|--------|--------|--------|
| YTD Planned (\$K)             | -       | 623     | 1,345   | 2,068   | 2,817   | 3,654 | 4,500 | 5,364 | 6,228 | 7,092  | 7,957  | 8,821  | 9,685  |
| YTD Actual (\$K)              | -       | 298     | 786     | 1,449   | 2,337   | 3,228 | 4,148 | 5,269 | 6,239 | 7,407  | 7,954  |        |        |
| <b>Number of Transactions</b> |         |         |         |         |         |       |       |       |       |        |        |        |        |
| YTD Plan Utilization          | -       | -       | -       | -       | -       | 383   | 766   | 1,565 | 5,379 | 11,081 | 19,250 | 28,323 | 37,404 |
| YTD Actual Utilization        | -       | -       | -       | -       | -       | 647   | 1,855 | 2,828 | 5,064 | 7,953  | 13,693 |        |        |
| <b>Rate (\$/transaction)</b>  |         |         |         |         |         |       |       |       |       |        |        |        |        |
| Planned Rate                  | -       | 259     | 259     | 259     | 259     | 259   | 259   | 259   | 259   | 259    | 259    | 259    | 259    |
| Actual Rate                   | -       | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | 4,990 | 2,236 | 1,863 | 1,232 | 931    | 581    |        |        |

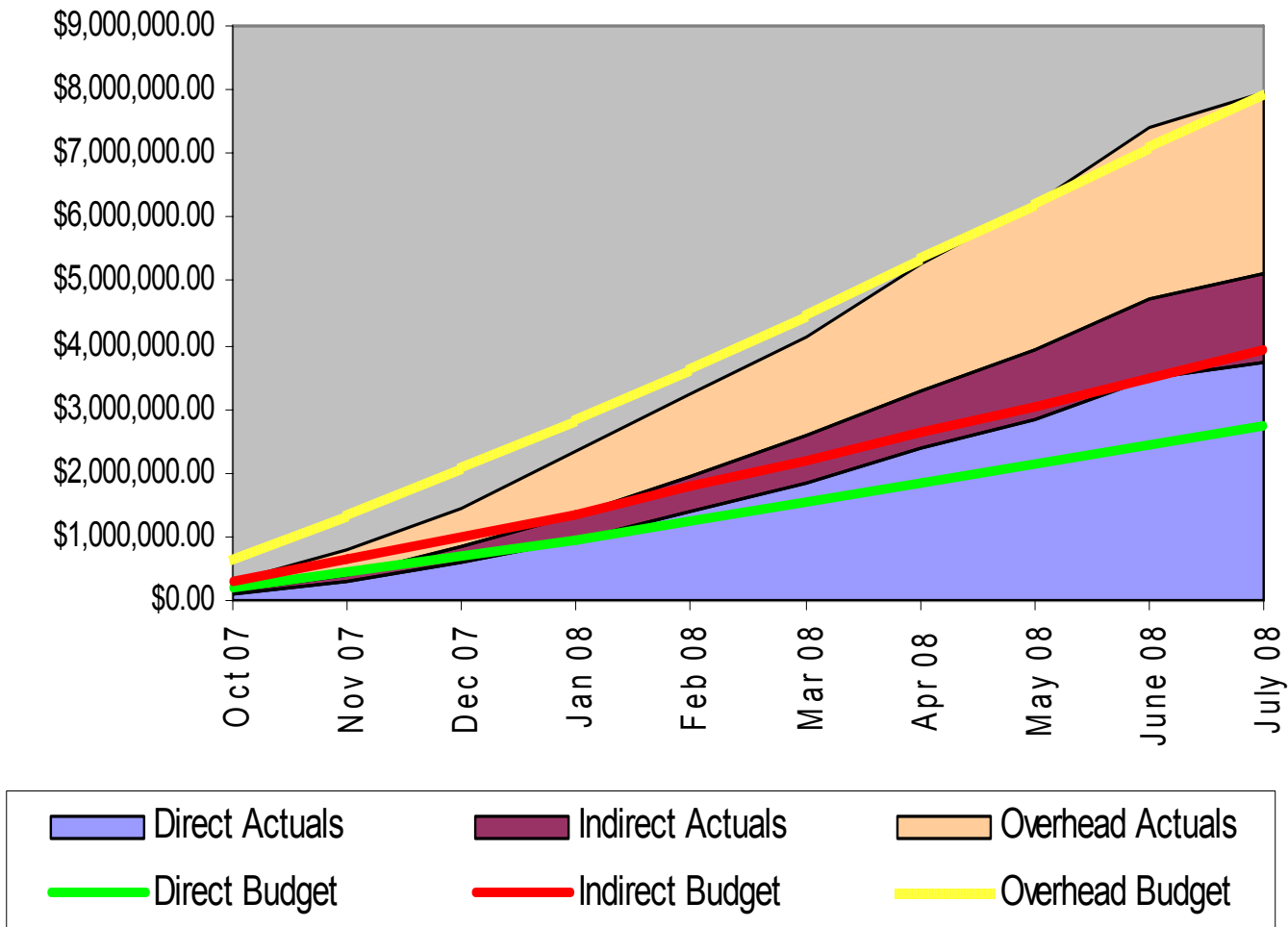
**Metric - # of Invoices/Payments**

**EOY Earned (\$Ks)**

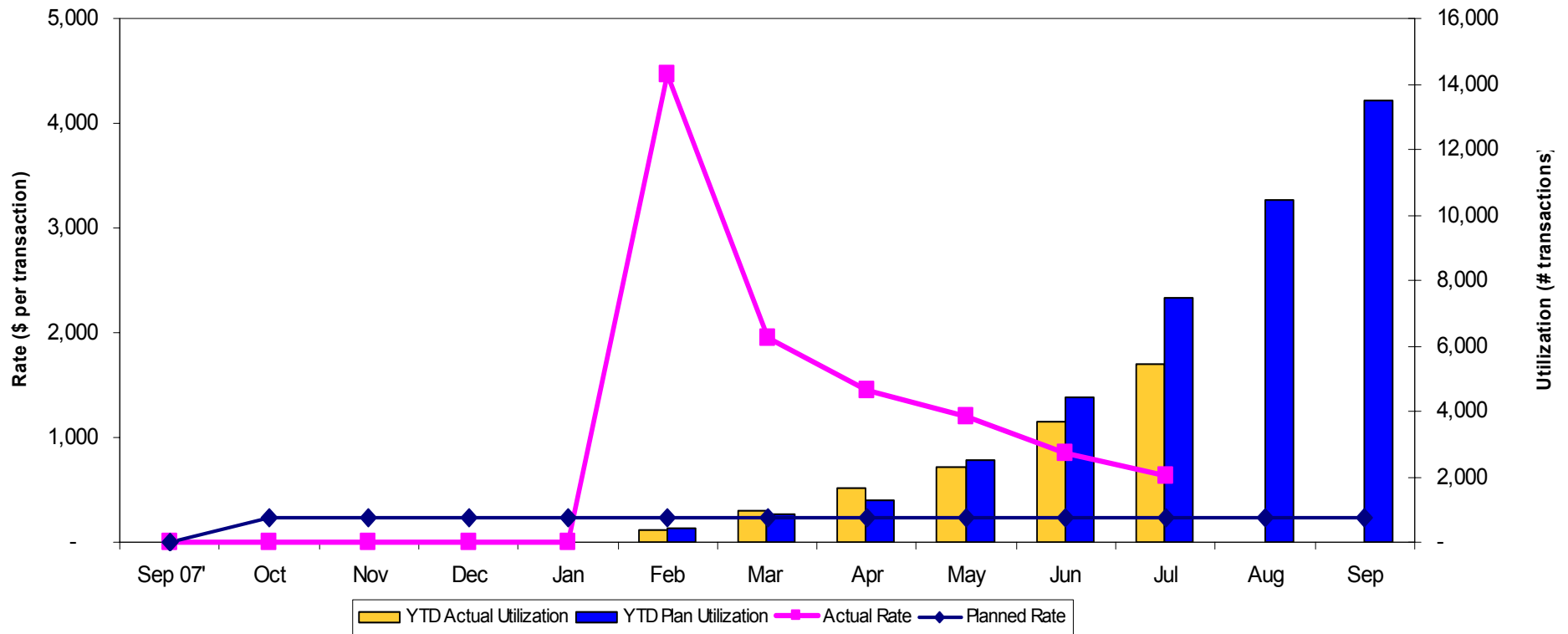
**(\$3,162)**

Assemble, review, process, record, report, and reconcile commercial, government invoices, P-card invoices, and Grant payments.

## 3.1.1 Accounts Payable FY 2008







|                               | Sep 07' | Oct     | Nov     | Dec     | Jan     | Feb   | Mar   | Apr   | May   | Jun   | Jul   | Aug    | Sep    |
|-------------------------------|---------|---------|---------|---------|---------|-------|-------|-------|-------|-------|-------|--------|--------|
| YTD Planned (\$K)             | -       | 248     | 509     | 770     | 1,045   | 1,322 | 1,598 | 1,875 | 2,151 | 2,427 | 2,704 | 2,980  | 3,256  |
| YTD Actual (\$K)              | -       | 221     | 546     | 784     | 1,259   | 1,627 | 1,912 | 2,396 | 2,754 | 3,116 | 3,419 |        |        |
| <b>Number of Transactions</b> |         |         |         |         |         |       |       |       |       |       |       |        |        |
| YTD Plan Utilization          | -       | -       | -       | -       | -       | 414   | 830   | 1,284 | 2,507 | 4,416 | 7,441 | 10,469 | 13,497 |
| YTD Actual Utilization        | -       | -       | -       | -       | -       | 364   | 983   | 1,654 | 2,307 | 3,654 | 5,428 |        |        |
| <b>Rate (\$/transaction)</b>  |         |         |         |         |         |       |       |       |       |       |       |        |        |
| Planned Rate                  | -       | 241     | 241     | 241     | 241     | 241   | 241   | 241   | 241   | 241   | 241   | 241    | 241    |
| Actual Rate                   | -       | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | 4,469 | 1,945 | 1,449 | 1,194 | 853   | 630   |        |        |

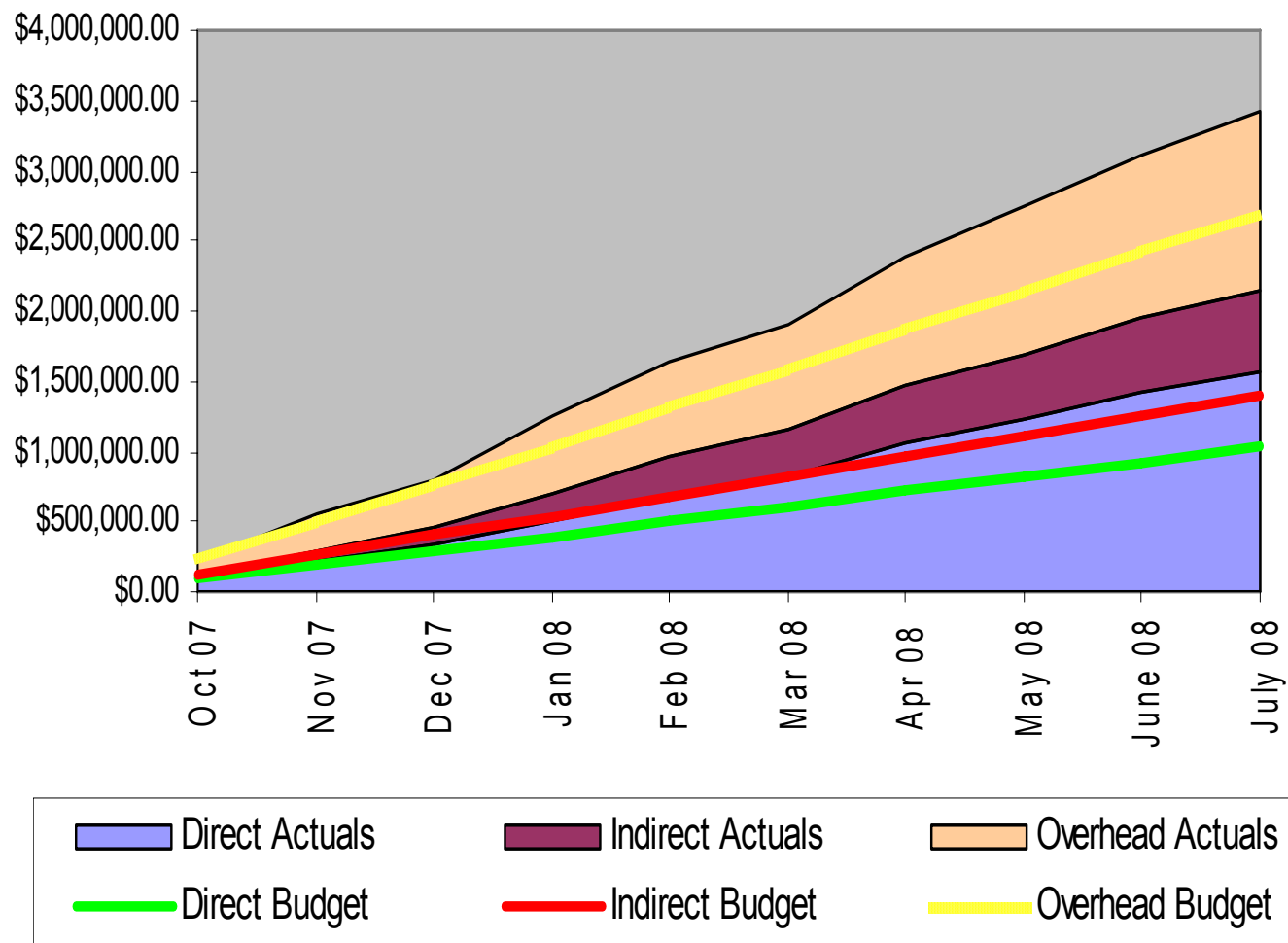
**Metric - # of Billings/Collections**

**EOY Earned (\$Ks)**

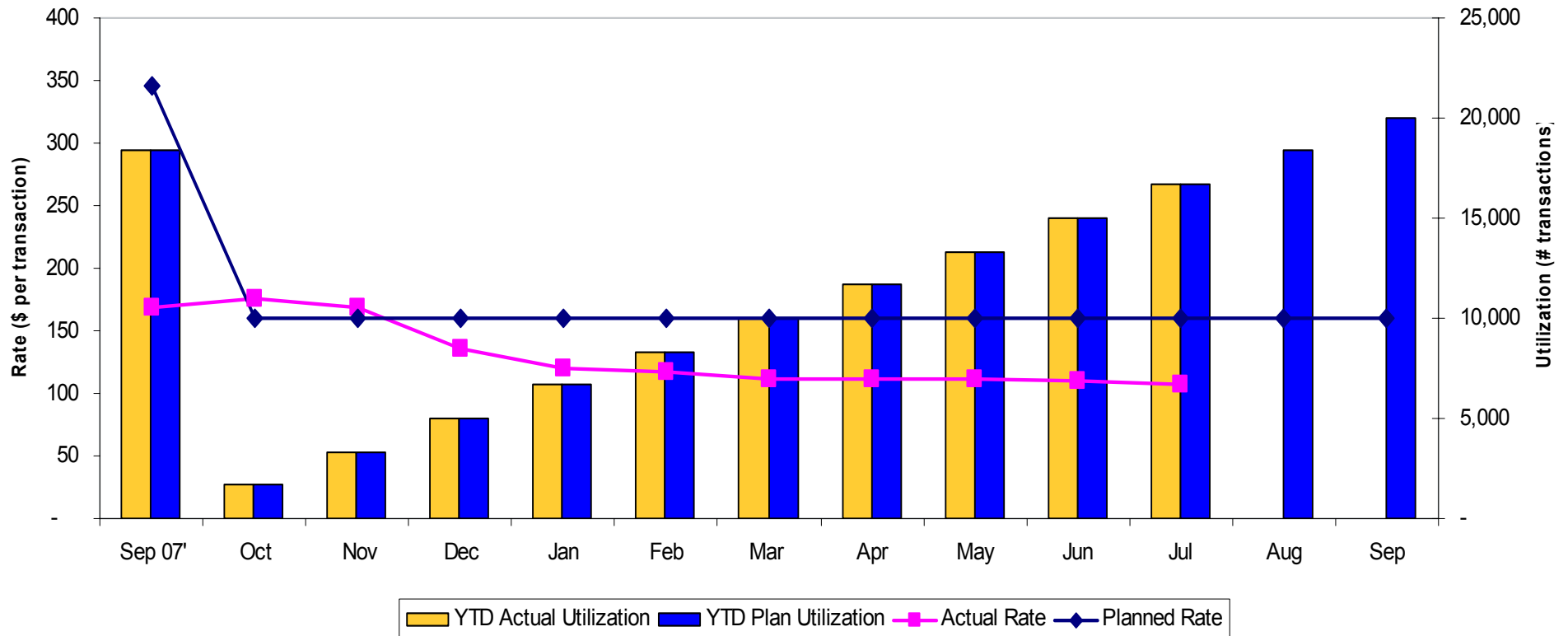
**(\$1,923)**

Provide consolidated billing and collection for reimbursable and non-reimbursable accounts receivable.

## 3.1.2 Accounts Receivable FY 2008



# Payroll Time and Attendance Processing



|                               | Sep 07' | Oct   | Nov   | Dec   | Jan   | Feb   | Mar    | Apr    | May    | Jun    | Jul    | Aug    | Sep    |
|-------------------------------|---------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|--------|--------|
| YTD Planned (\$K)             | 6,381   | 269   | 538   | 807   | 1,076 | 1,343 | 1,610  | 1,877  | 2,144  | 2,411  | 2,678  | 2,945  | 3,212  |
| YTD Actual (\$K)              | 3,097   | 294   | 560   | 679   | 805   | 973   | 1,119  | 1,305  | 1,488  | 1,655  | 1,783  |        |        |
| <b>Number of Transactions</b> |         |       |       |       |       |       |        |        |        |        |        |        |        |
| YTD Plan Utilization          | 18,421  | 1,668 | 3,336 | 5,005 | 6,673 | 8,341 | 10,009 | 11,677 | 13,345 | 15,014 | 16,682 | 18,350 | 20,018 |
| YTD Actual Utilization        | 18,421  | 1,668 | 3,336 | 5,005 | 6,673 | 8,341 | 10,009 | 11,677 | 13,345 | 15,014 | 16,682 |        |        |
| <b>Rate (\$/transaction)</b>  |         |       |       |       |       |       |        |        |        |        |        |        |        |
| Planned Rate                  | 346     | 160   | 160   | 160   | 160   | 160   | 160    | 160    | 160    | 160    | 160    | 160    | 160    |
| Actual Rate                   | 168     | 176   | 168   | 136   | 121   | 117   | 112    | 112    | 111    | 110    | 107    |        |        |

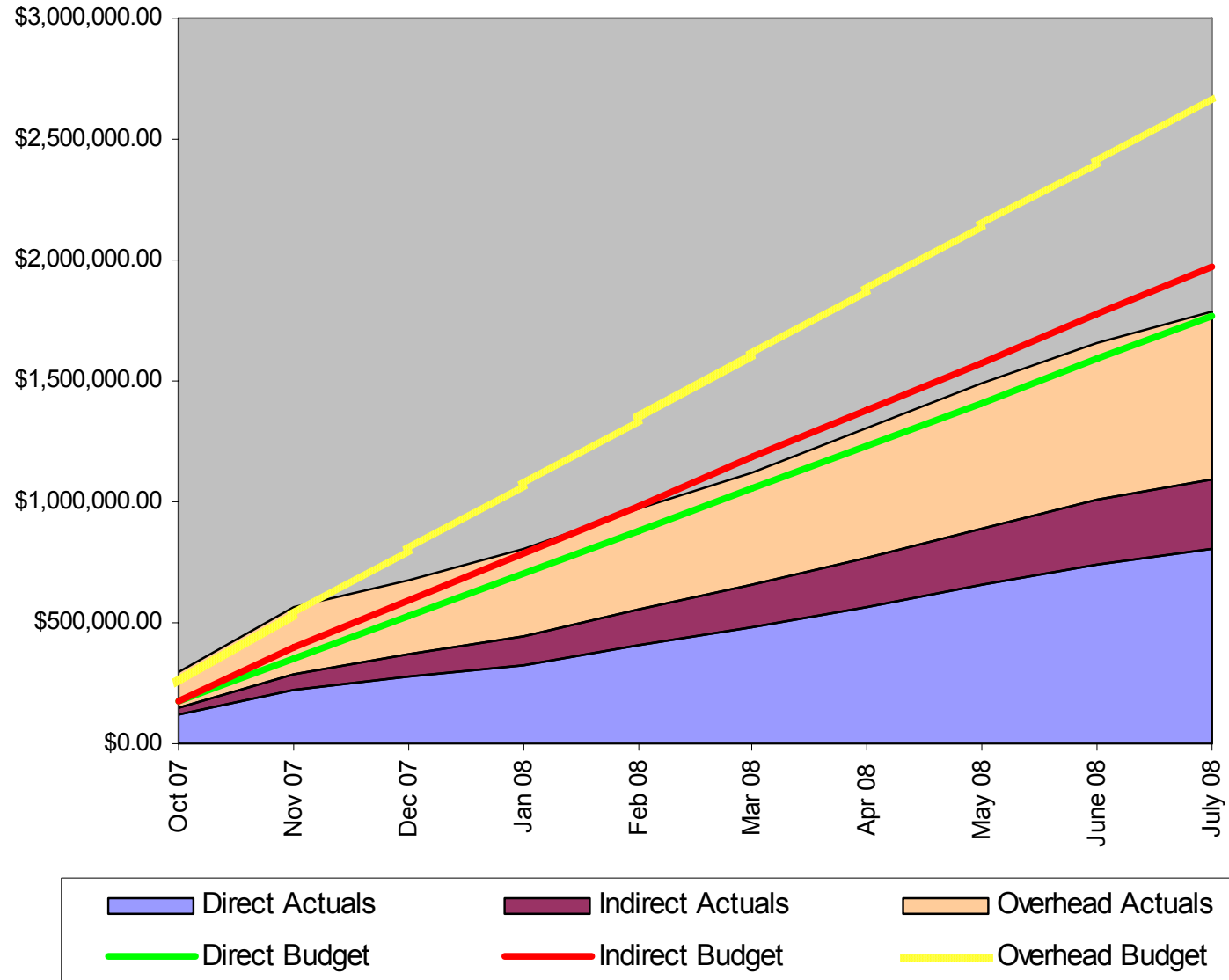
**Metric - # of W-2 Forms**

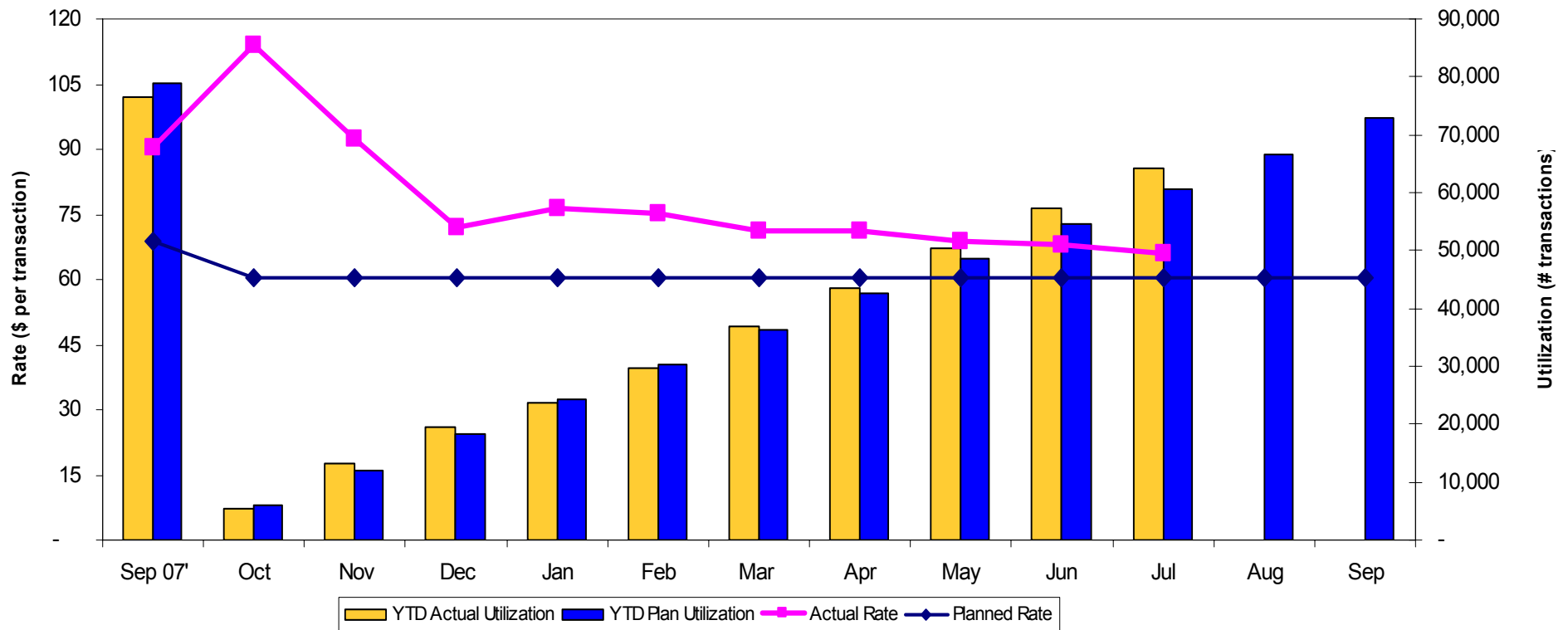
**EOY Earned (\$Ks)**

**\$1,143**

WebTADS administration, employee payroll review, validation and inquiry support, time & attendance review and validation

## 3.1.3. Payroll FY 2008





|                               | Sep 07' | Oct   | Nov    | Dec    | Jan    | Feb    | Mar    | Apr    | May    | Jun    | Jul    | Aug    | Sep    |
|-------------------------------|---------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| YTD Planned (\$K)             | 2,971   | 369   | 738    | 1,106  | 1,474  | 1,840  | 2,206  | 2,572  | 2,937  | 3,303  | 3,668  | 4,034  | 4,399  |
| YTD Actual (\$K)              | 6,922   | 603   | 1,218  | 1,413  | 1,800  | 2,226  | 2,636  | 3,090  | 3,484  | 3,891  | 4,236  |        |        |
| <b>Number of Transactions</b> |         |       |        |        |        |        |        |        |        |        |        |        |        |
| YTD Plan Utilization          | 79,032  | 6,065 | 12,130 | 18,195 | 24,260 | 30,325 | 36,390 | 42,455 | 48,521 | 54,586 | 60,651 | 66,716 | 72,781 |
| YTD Actual Utilization        | 76,426  | 5,297 | 13,194 | 19,642 | 23,563 | 29,609 | 36,979 | 43,422 | 50,501 | 57,350 | 64,333 |        |        |
| <b>Rate (\$/transaction)</b>  |         |       |        |        |        |        |        |        |        |        |        |        |        |
| Planned Rate                  | 69      | 60    | 60     | 60     | 60     | 60     | 60     | 60     | 60     | 60     | 60     | 60     | 60     |
| Actual Rate                   | 91      | 114   | 92     | 72     | 76     | 75     | 71     | 71     | 69     | 68     | 66     |        |        |

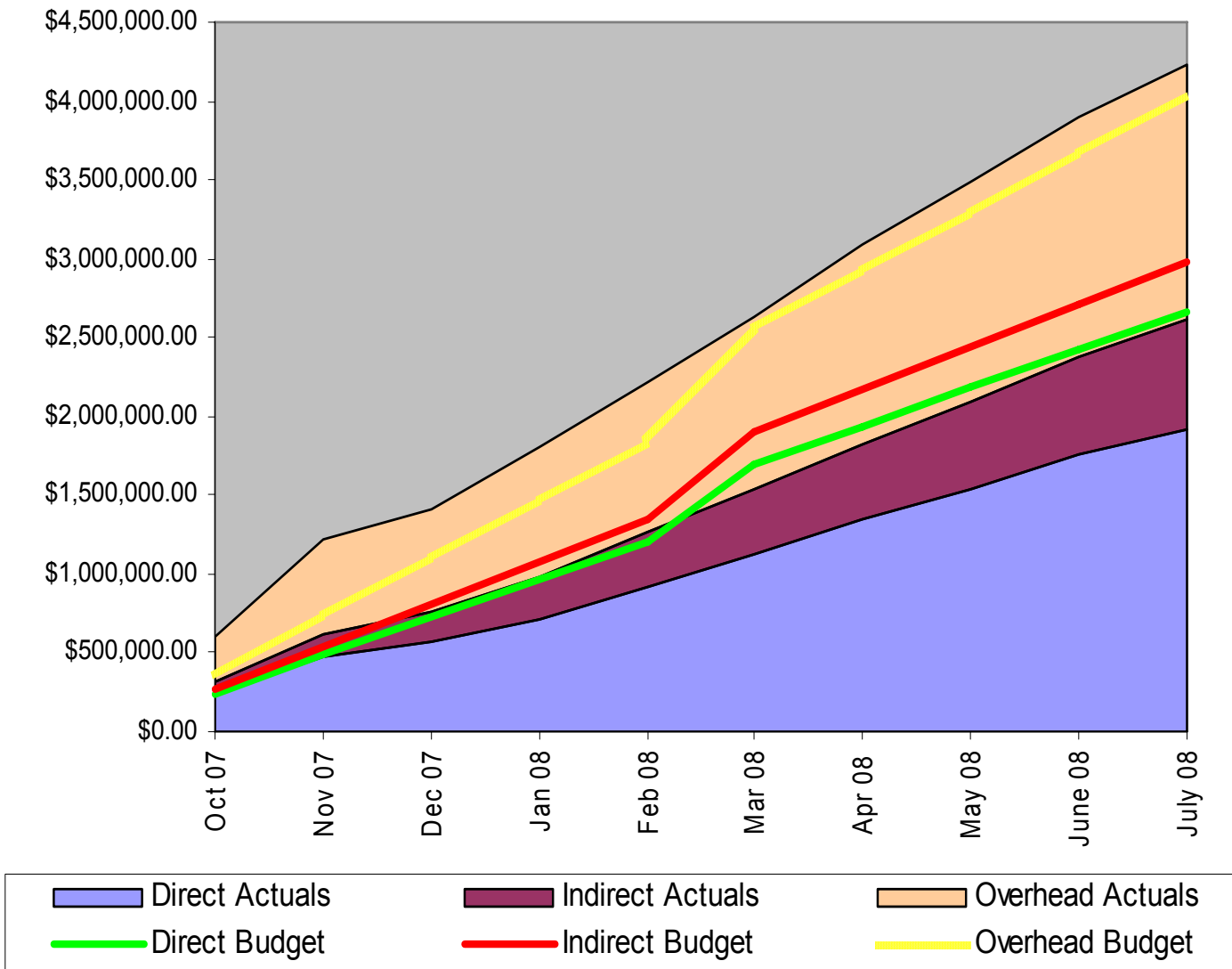
Metric - # of Vouchers Processed

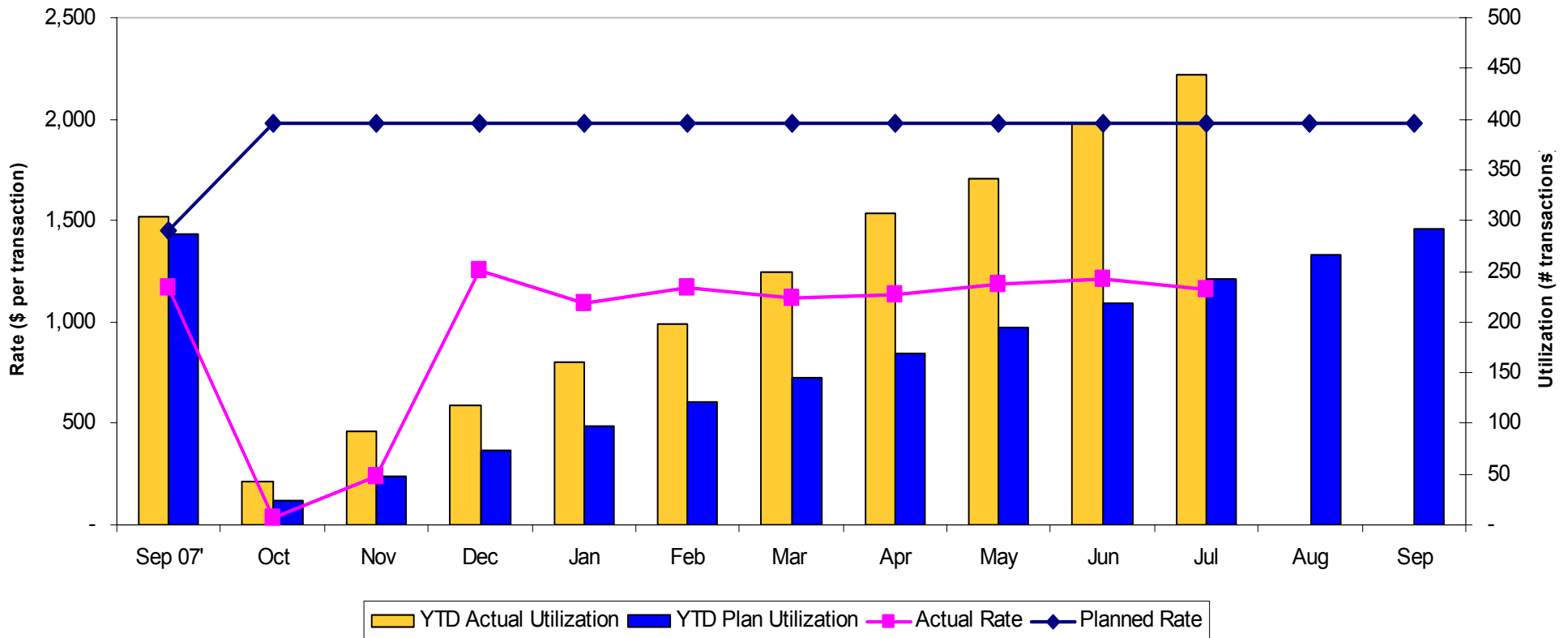
EOY Earned (\$Ks)

(\$911)

Travel reimbursement services for authorized Agency travel, including domestic, foreign, local, extended temporary duty and change of station

## 3.1.5 Travel FY 2008





|                               | Sep 07' | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | Apr   | May   | Jun   | Jul   | Aug   | Sep   |
|-------------------------------|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| YTD Planned (\$K)             | 417     | 47    | 94    | 145   | 192   | 238   | 289   | 335   | 381   | 432   | 478   | 524   | 575   |
| YTD Actual (\$K)              | 354     | 2     | 22    | 148   | 174   | 232   | 280   | 349   | 406   | 478   | 516   |       |       |
| <b>Number of Transactions</b> |         |       |       |       |       |       |       |       |       |       |       |       |       |
| YTD Plan Utilization          | 287     | 24    | 49    | 73    | 97    | 121   | 146   | 170   | 194   | 218   | 243   | 267   | 291   |
| YTD Actual Utilization        | 303     | 42    | 93    | 118   | 160   | 198   | 250   | 307   | 341   | 396   | 443   |       |       |
| <b>Rate (\$/transaction)</b>  |         |       |       |       |       |       |       |       |       |       |       |       |       |
| Planned Rate                  | 1,454   | 1,977 | 1,977 | 1,977 | 1,977 | 1,977 | 1,977 | 1,977 | 1,977 | 1,977 | 1,977 | 1,977 | 1,977 |
| Actual Rate                   | 1,168   | 37    | 241   | 1,255 | 1,090 | 1,171 | 1,119 | 1,138 | 1,190 | 1,208 | 1,164 |       |       |

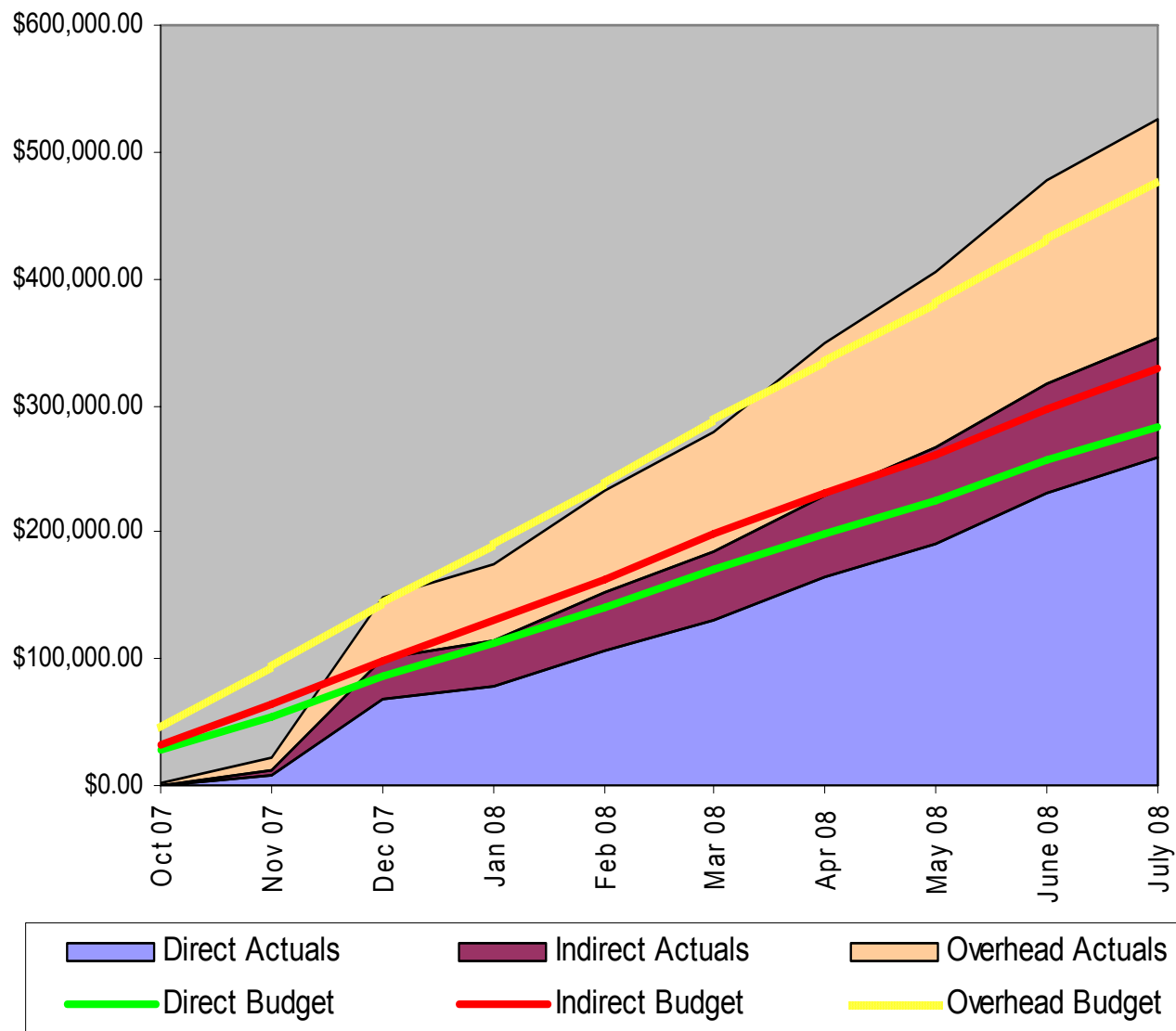
**Metric - # of PCS Moves (excluding NSSC)**

**EOY Earned (\$Ks)**

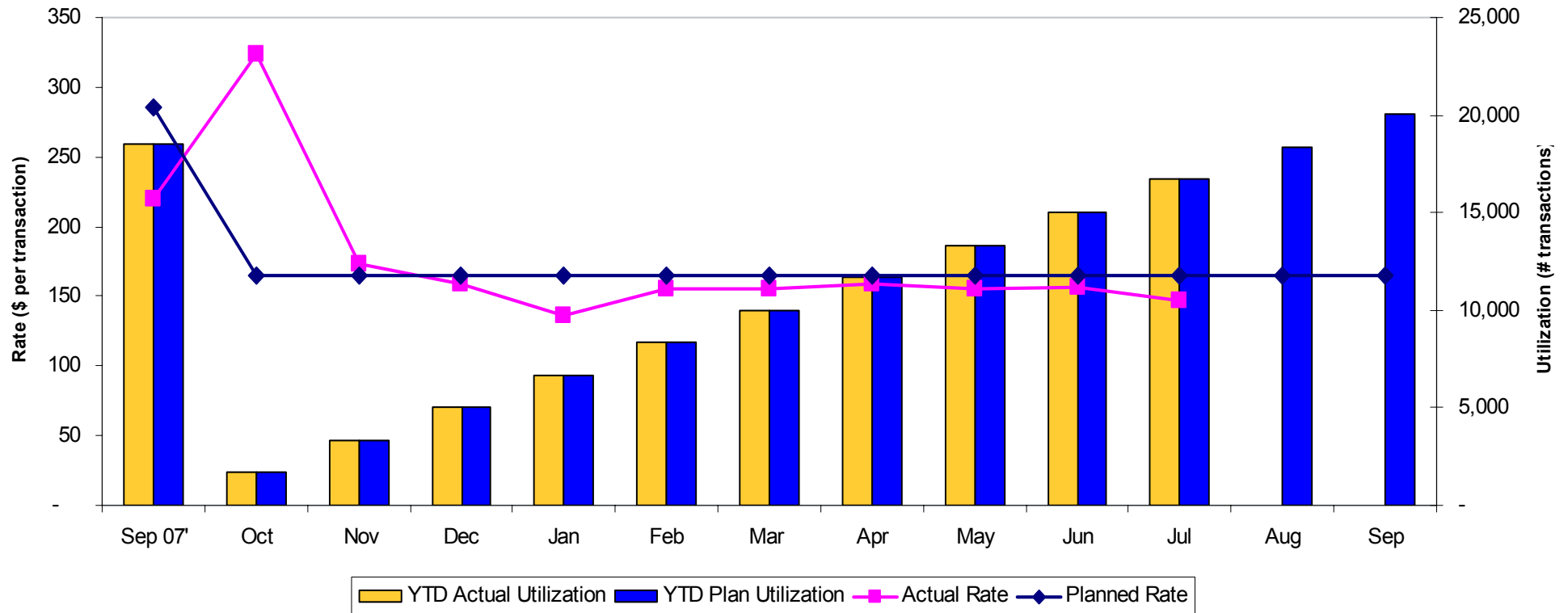
**\$243**

**Counsel and process actions for employees and new hires on entitlements for movement to new duty location**

## 3.1.8. PCS FY 2008







|                               | <u>Sep 07'</u> | <u>Oct</u> | <u>Nov</u> | <u>Dec</u> | <u>Jan</u> | <u>Feb</u> | <u>Mar</u> | <u>Apr</u> | <u>May</u> | <u>Jun</u> | <u>Jul</u> | <u>Aug</u> | <u>Sep</u> |
|-------------------------------|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| YTD Planned (\$K)             | 5,285          | 278        | 555        | 832        | 1,109      | 1,384      | 1,659      | 1,935      | 2,210      | 2,485      | 2,760      | 3,035      | 3,310      |
| YTD Actual (\$K)              | 4,073          | 539        | 579        | 794        | 911        | 1,292      | 1,551      | 1,853      | 2,073      | 2,347      | 2,456      |            |            |
| <b>Number of Transactions</b> |                |            |            |            |            |            |            |            |            |            |            |            |            |
| YTD Plan Utilization          | 18,519         | 1,668      | 3,336      | 5,005      | 6,673      | 8,341      | 10,009     | 11,677     | 13,345     | 15,014     | 16,682     | 18,350     | 20,018     |
| YTD Actual Utilization        | 18,519         | 1,668      | 3,336      | 5,005      | 6,673      | 8,341      | 10,009     | 11,677     | 13,345     | 15,014     | 16,682     |            |            |
| <b>Rate (\$/transaction)</b>  |                |            |            |            |            |            |            |            |            |            |            |            |            |
| Planned Rate                  | 285            | 165        | 165        | 165        | 165        | 165        | 165        | 165        | 165        | 165        | 165        | 165        | 165        |
| Actual Rate                   | 220            | 323        | 173        | 159        | 137        | 155        | 155        | 159        | 155        | 156        | 147        |            |            |

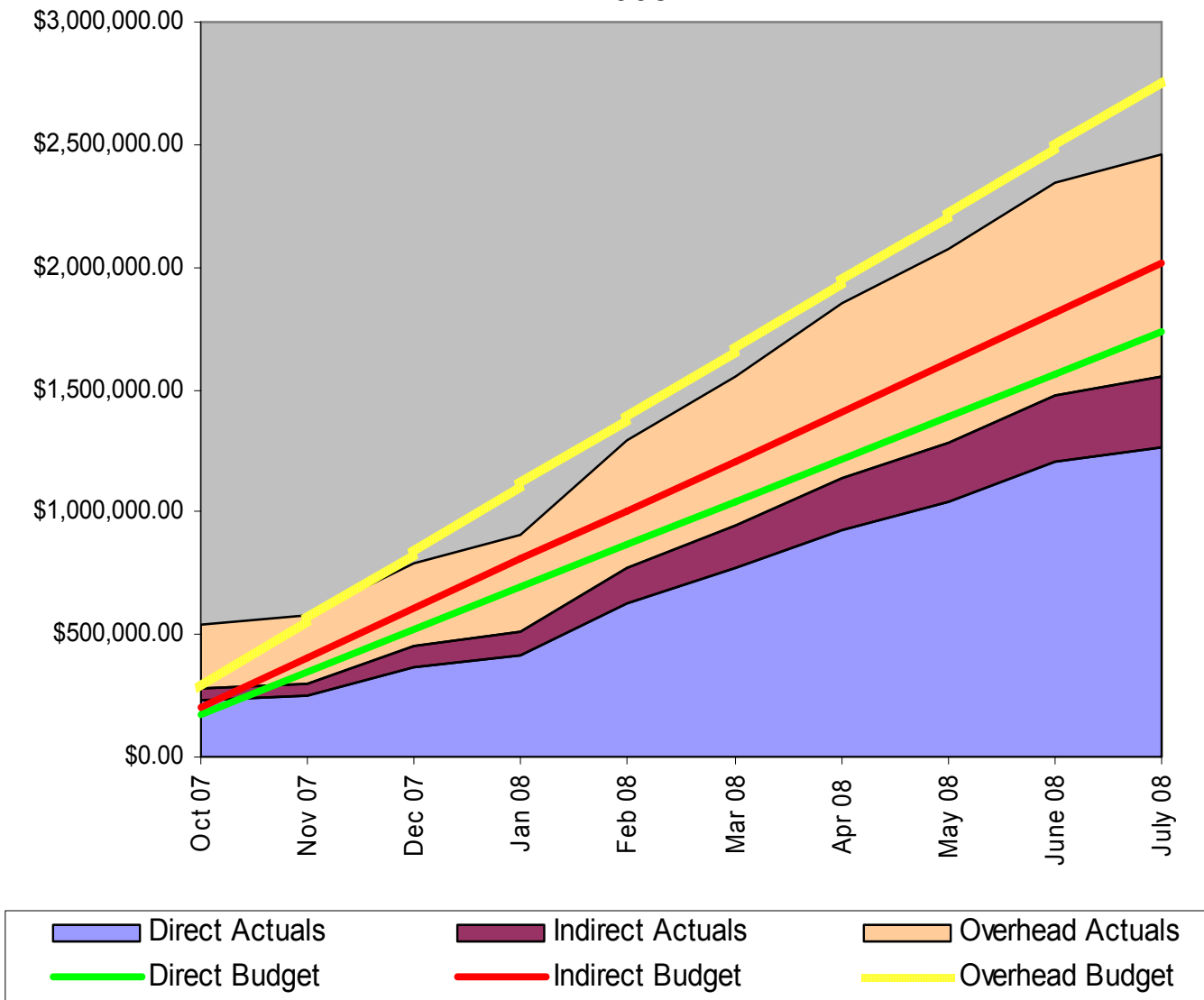
**Metric - # of W-2 Forms**

**EOY Earned (\$Ks)**

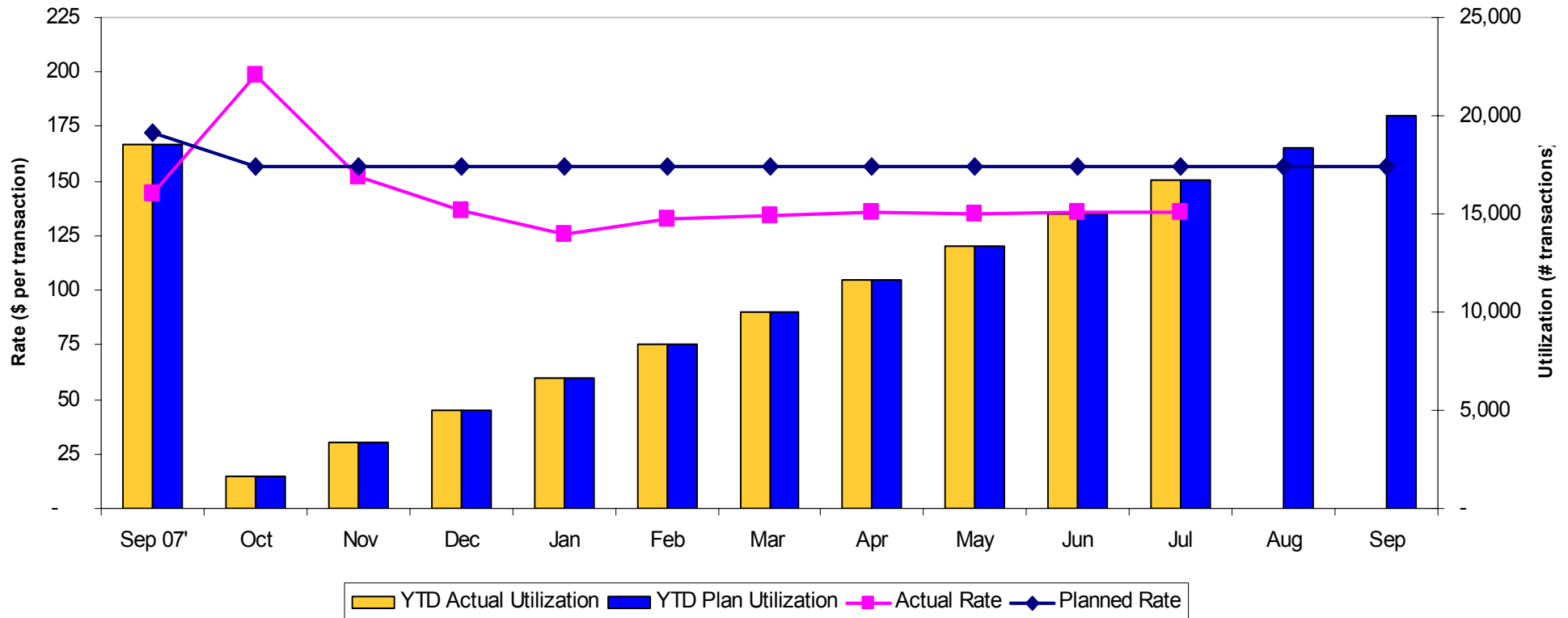
**\$254**

Drug testing administration, general employment inquiries, position classification appeals, employee recognition and awards processing, agency honor awards, preparation and distribution of employee notices, support to HR specialists, development and delivery of information materials

## 3.2.1. Personnel Programs FY 2008



# Employee Development and Training



|                               | Sep 07' | Oct   | Nov   | Dec   | Jan   | Feb   | Mar    | Apr    | May    | Jun    | Jul    | Aug    | Sep    |
|-------------------------------|---------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|--------|--------|
| YTD Planned (\$K)             | 3,188   | 263   | 525   | 787   | 1,048 | 1,308 | 1,569  | 1,829  | 2,089  | 2,349  | 2,609  | 2,869  | 3,130  |
| YTD Actual (\$K)              | 2,679   | 331   | 507   | 682   | 836   | 1,105 | 1,340  | 1,583  | 1,804  | 2,044  | 2,264  |        |        |
| <b>Number of Transactions</b> |         |       |       |       |       |       |        |        |        |        |        |        |        |
| YTD Plan Utilization          | 18,519  | 1,668 | 3,336 | 5,005 | 6,673 | 8,341 | 10,009 | 11,677 | 13,345 | 15,014 | 16,682 | 18,350 | 20,018 |
| YTD Actual Utilization        | 18,519  | 1,668 | 3,336 | 5,005 | 6,673 | 8,341 | 10,009 | 11,677 | 13,345 | 15,014 | 16,682 |        |        |
| <b>Rate (\$/transaction)</b>  |         |       |       |       |       |       |        |        |        |        |        |        |        |
| Planned Rate                  | 172     | 156   | 156   | 156   | 156   | 156   | 156    | 156    | 156    | 156    | 156    | 156    | 156    |
| Actual Rate                   | 145     | 198   | 152   | 136   | 125   | 132   | 134    | 136    | 135    | 136    | 136    |        |        |

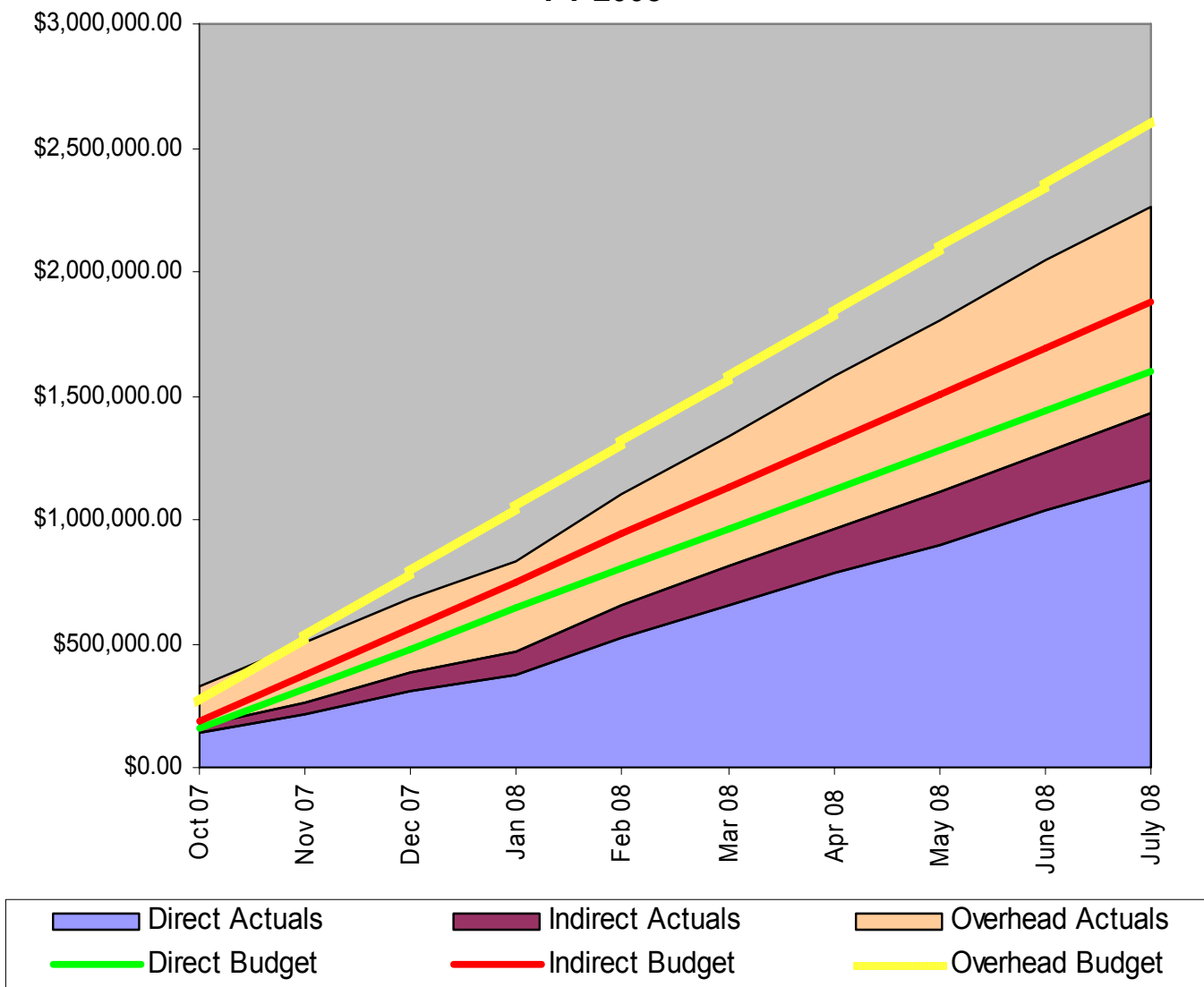
**Metric - # of W-2 Forms**

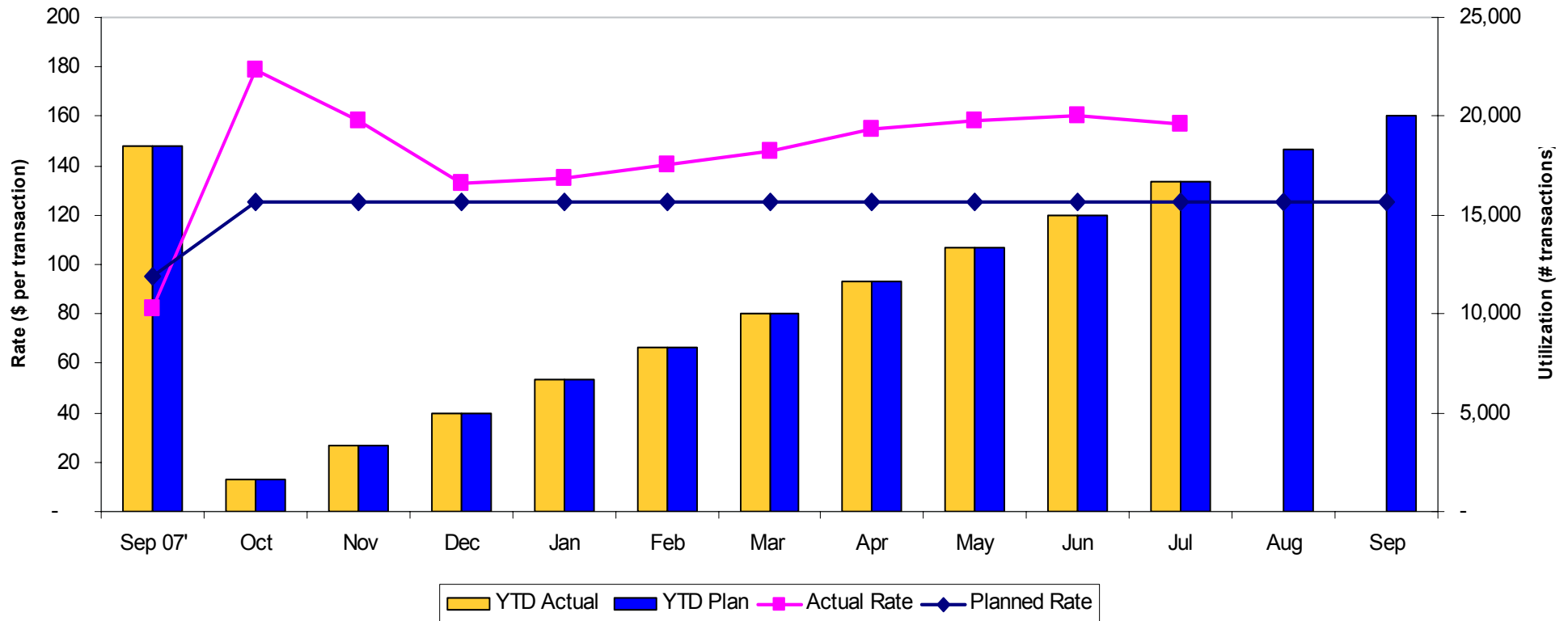
**EOY Earned (\$Ks)**

**\$206**

Training services support for specific needs standard across agency, registration/reimbursement for individually funded training activities, processing of on-site training notices, training data entry, support to surveys and assessments, GS-1102 training program

## 3.2.2. Employee Development & Training FY 2008





|                               | Sep 07' | Oct   | Nov   | Dec   | Jan   | Feb   | Mar    | Apr    | May    | Jun    | Jul    | Aug    | Sep    |
|-------------------------------|---------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|--------|--------|
| YTD Planned (\$K)             | 1,762   | 212   | 422   | 632   | 843   | 1,052 | 1,261  | 1,470  | 1,679  | 1,888  | 2,097  | 2,307  | 2,516  |
| YTD Actual (\$K)              | 1,526   | 299   | 527   | 667   | 900   | 1,173 | 1,463  | 1,811  | 2,110  | 2,410  | 2,613  |        |        |
| <b>Number of Transactions</b> |         |       |       |       |       |       |        |        |        |        |        |        |        |
| YTD Plan                      | 18,519  | 1,668 | 3,336 | 5,005 | 6,673 | 8,341 | 10,009 | 11,677 | 13,345 | 15,014 | 16,682 | 18,350 | 20,018 |
| YTD Actual                    | 18,519  | 1,668 | 3,336 | 5,005 | 6,673 | 8,341 | 10,009 | 11,677 | 13,345 | 15,014 | 16,682 |        |        |
| <b>Rate (\$/transaction)</b>  |         |       |       |       |       |       |        |        |        |        |        |        |        |
| Planned Rate                  | 95      | 126   | 126   | 126   | 126   | 126   | 126    | 126    | 126    | 126    | 126    | 126    | 126    |
| Actual Rate                   | 82      | 179   | 158   | 133   | 135   | 141   | 146    | 155    | 158    | 161    | 157    |        |        |

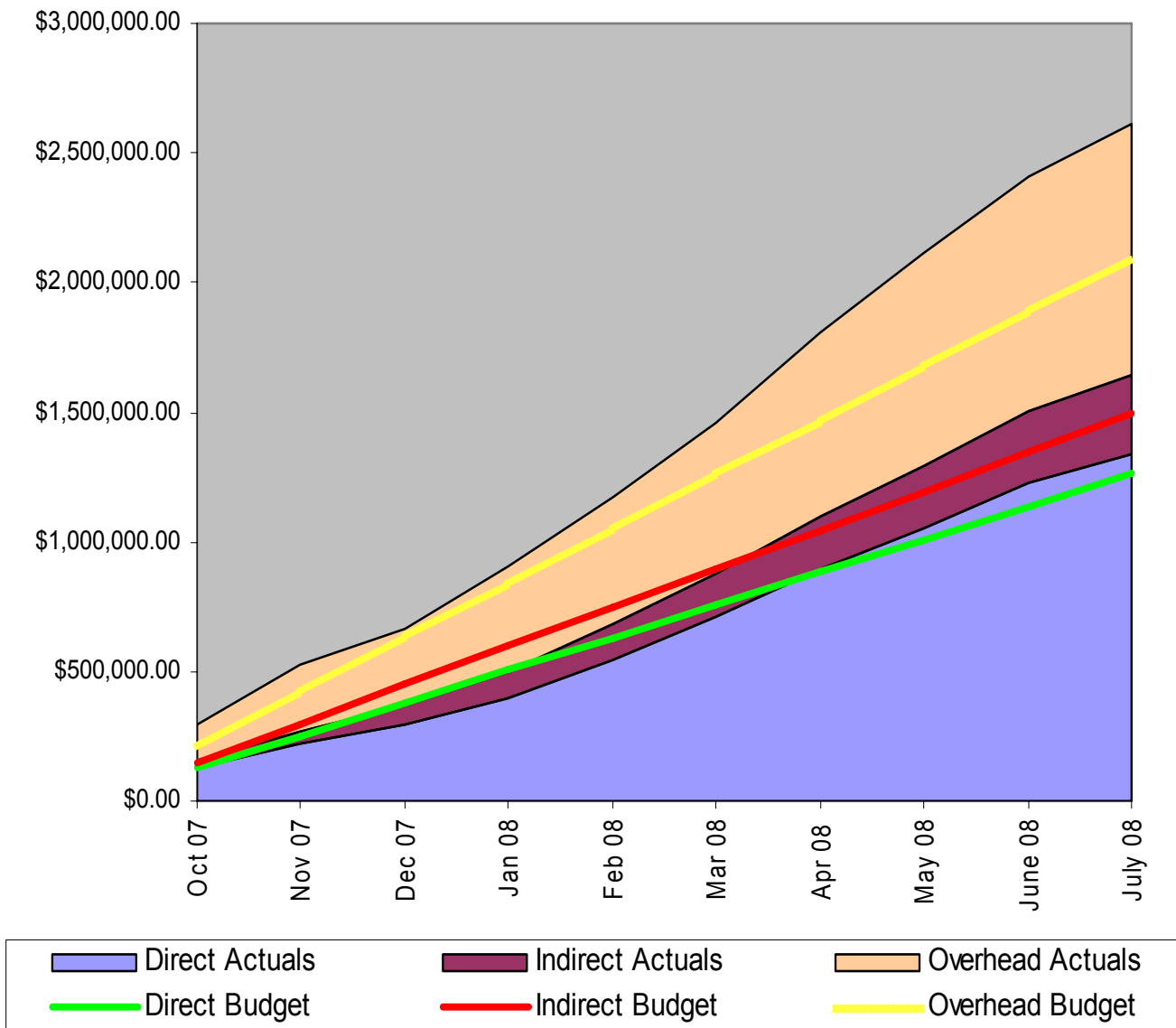
**Metric - # of W-2 Forms**

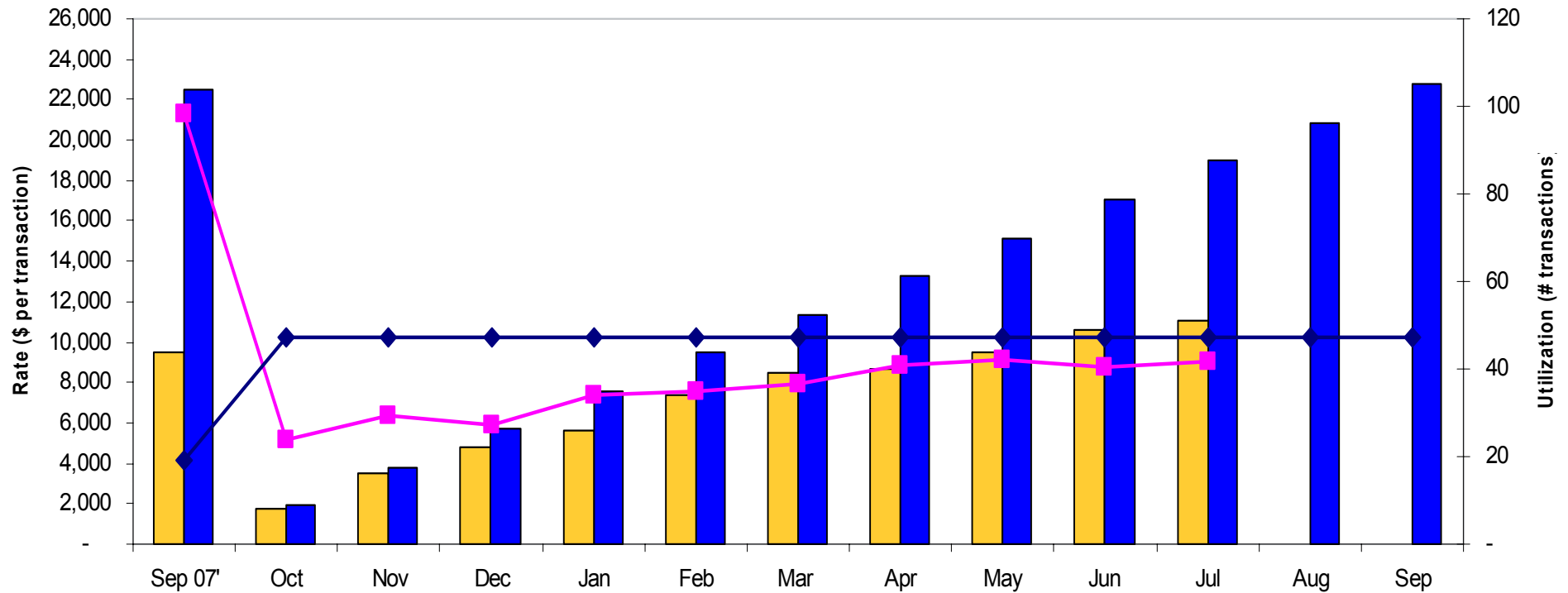
**EOY Earned (\$Ks)**

**(\$912)**

Benefits processing, new hire, transfer, and reassignment in-processing, administration of leave donor program and advance sick leave, organization of health fairs and occupational health and safety awareness fairs, and financial disclosure forms

## 3.2.3. Employee Benefits FY 2008





■ YTD Actual Utilization 
 ■ YTD Plan Utilization 
 —■— Actual Rate 
 —◆— Planned Rate

|                               | Sep 07' | Oct    | Nov    | Dec    | Jan    | Feb    | Mar    | Apr    | May    | Jun    | Jul    | Aug    | Sep    |
|-------------------------------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| YTD Planned (\$K)             | 429     | 90     | 180    | 269    | 359    | 448    | 537    | 626    | 715    | 804    | 893    | 982    | 1,071  |
| YTD Actual (\$K)              | 938     | 41     | 101    | 129    | 193    | 258    | 308    | 354    | 402    | 430    | 460    |        |        |
| <b>Number of Transactions</b> |         |        |        |        |        |        |        |        |        |        |        |        |        |
| YTD Plan Utilization          | 104     | 9      | 18     | 26     | 35     | 44     | 53     | 61     | 70     | 79     | 88     | 96     | 105    |
| YTD Actual Utilization        | 44      | 8      | 16     | 22     | 26     | 34     | 39     | 40     | 44     | 49     | 51     |        |        |
| <b>Rate (\$/transaction)</b>  |         |        |        |        |        |        |        |        |        |        |        |        |        |
| Planned Rate                  | 4,124   | 10,201 | 10,201 | 10,201 | 10,201 | 10,201 | 10,201 | 10,201 | 10,201 | 10,201 | 10,201 | 10,201 | 10,201 |
| Actual Rate                   | 21,317  | 5,148  | 6,331  | 5,859  | 7,421  | 7,574  | 7,889  | 8,860  | 9,127  | 8,774  | 9,026  |        |        |

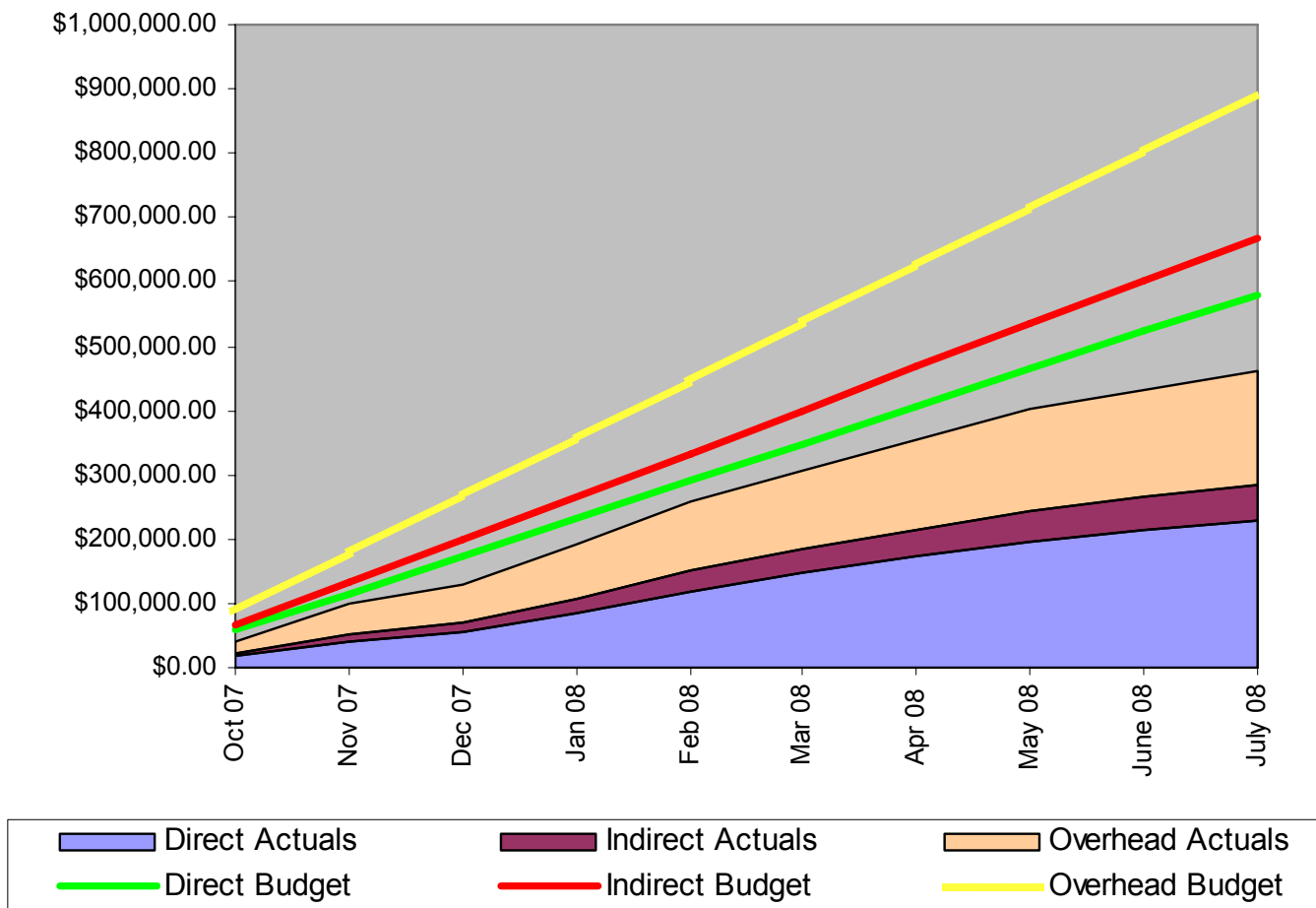
**Metric - # of SES Appointments/Nominations (excluding NSSC)**

**EOY Earned (\$Ks)**

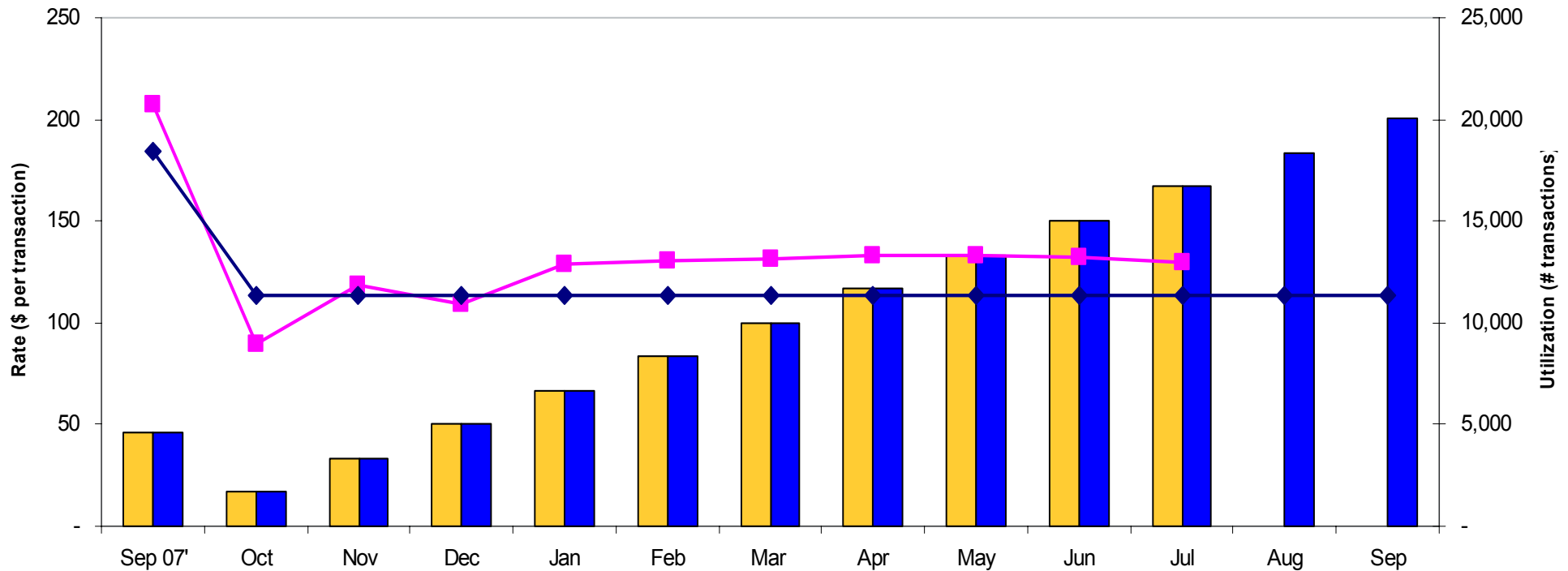
**\$87**

SES Presidential Rank Award nomination documentation in final submission format

## 3.2.7. SES Case Documentation FY 2008







■ YTD Actual Utilization 
 ■ YTD Plan Utilization 
 —■— Actual Rate 
 —◆— Planned Rate

|                               | <u>Sep 07'</u> | <u>Oct</u> | <u>Nov</u> | <u>Dec</u> | <u>Jan</u> | <u>Feb</u> | <u>Mar</u> | <u>Apr</u> | <u>May</u> | <u>Jun</u> | <u>Jul</u> | <u>Aug</u> | <u>Sep</u> |
|-------------------------------|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| YTD Planned (\$K)             | 852            | 191        | 381        | 571        | 761        | 950        | 1,139      | 1,328      | 1,516      | 1,705      | 1,894      | 2,083      | 2,272      |
| YTD Actual (\$K)              | 961            | 149        | 396        | 548        | 859        | 1,092      | 1,316      | 1,553      | 1,781      | 1,982      | 2,167      |            |            |
| <b>Number of Transactions</b> |                |            |            |            |            |            |            |            |            |            |            |            |            |
| YTD Plan Utilization          | 4,630          | 1,668      | 3,336      | 5,005      | 6,673      | 8,341      | 10,009     | 11,677     | 13,345     | 15,014     | 16,682     | 18,350     | 20,018     |
| YTD Actual Utilization        | 4,630          | 1,668      | 3,336      | 5,005      | 6,673      | 8,341      | 10,009     | 11,677     | 13,345     | 15,014     | 16,682     |            |            |
| <b>Rate (\$/transaction)</b>  |                |            |            |            |            |            |            |            |            |            |            |            |            |
| Planned Rate                  | 184            | 113        | 113        | 113        | 113        | 113        | 113        | 113        | 113        | 113        | 113        | 113        | 113        |
| Actual Rate                   | 207            | 89         | 119        | 109        | 129        | 131        | 131        | 133        | 133        | 132        | 130        |            |            |

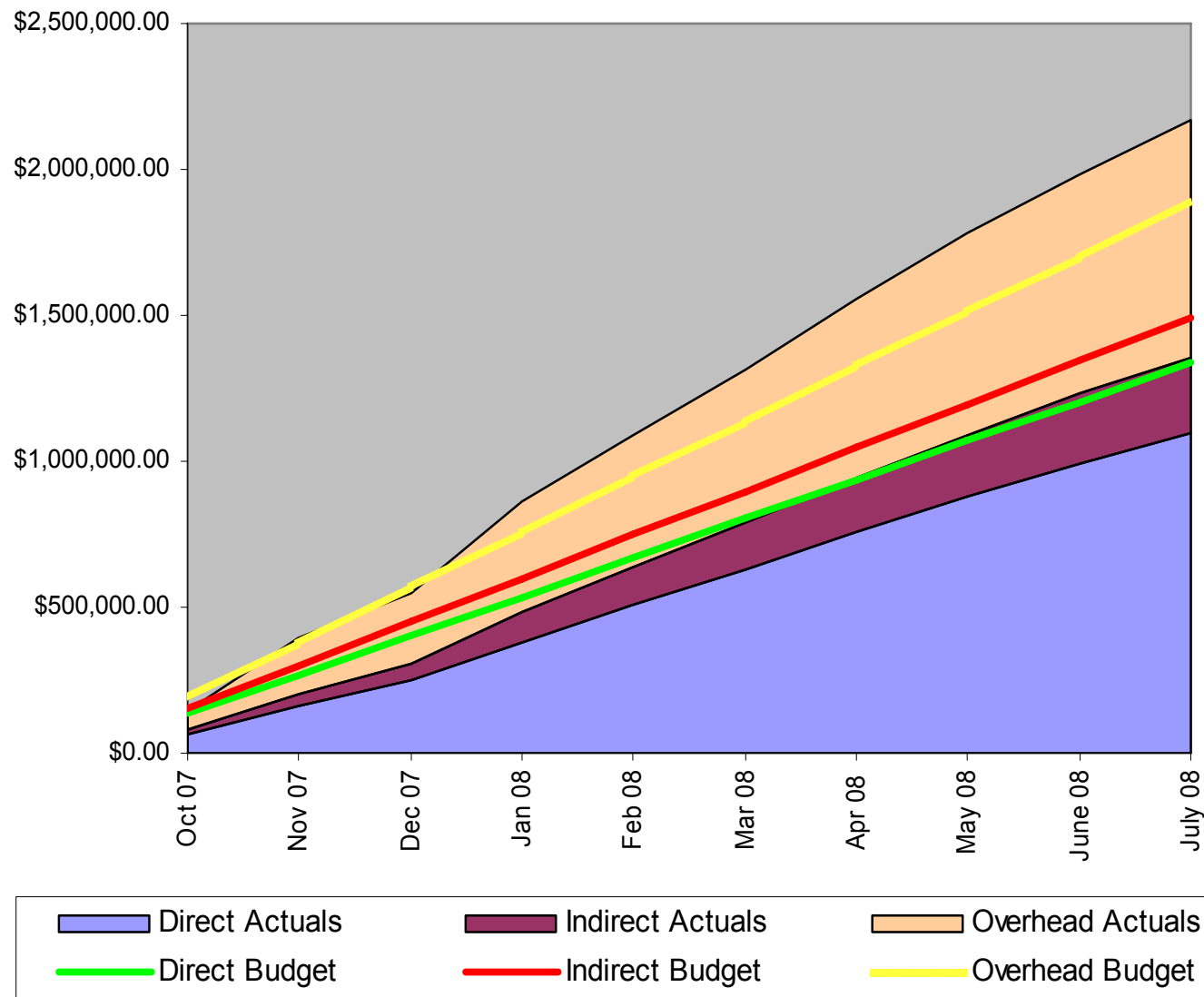
**Metric - # of W-2 Forms**

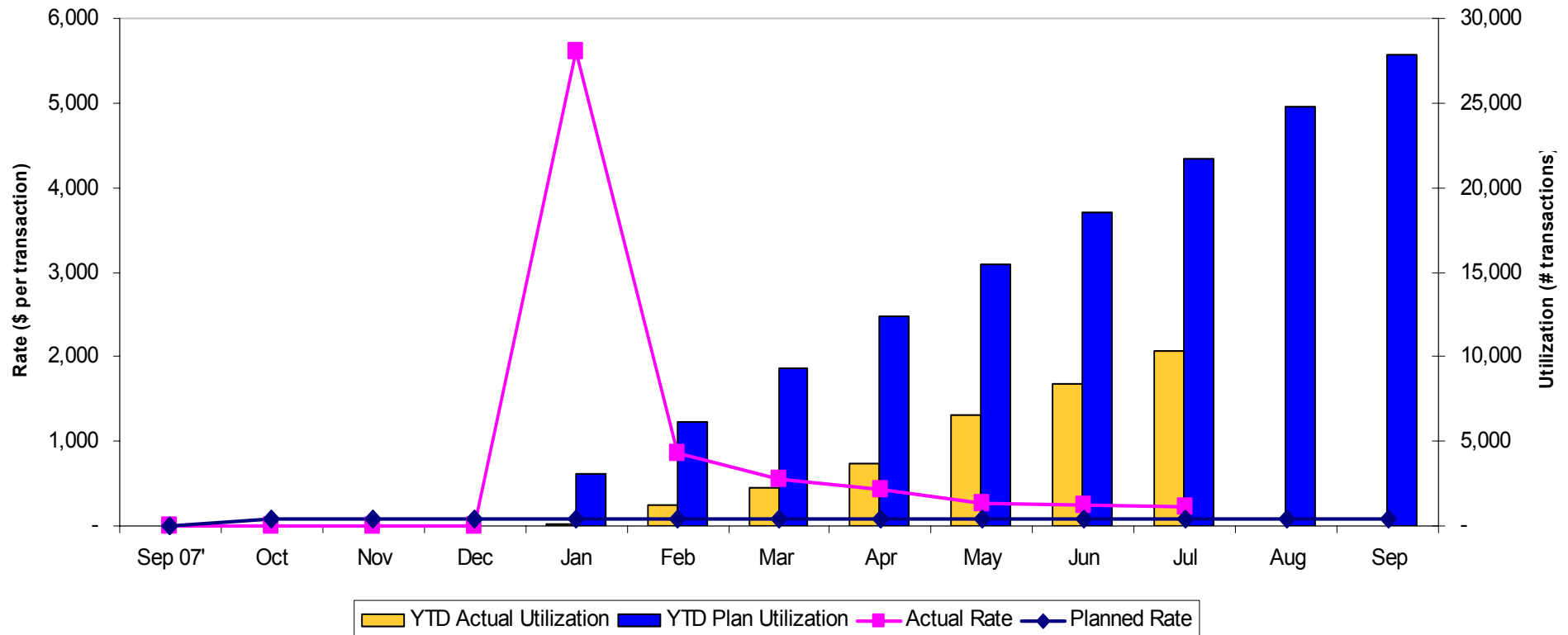
**EOY Earned (\$Ks)**

**(\$497)**

Support HR transaction processing and related records to produce updated SES data, OPF data, SF-50s, non-OPF data; maintain eOPF

## 3.2.4. HR & Training Information Systems FY 2008





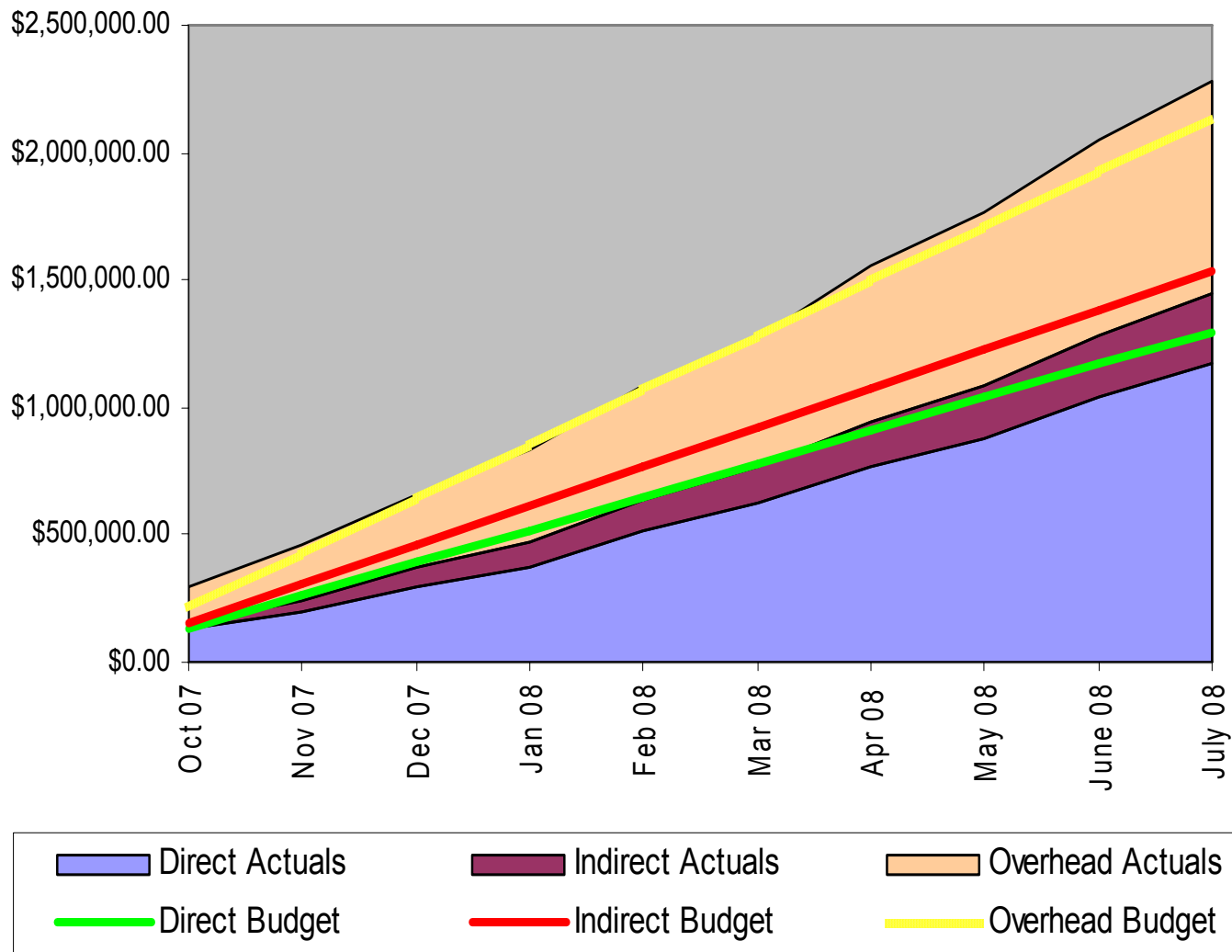
|                               | Sep 07' | Oct     | Nov     | Dec     | Jan   | Feb   | Mar   | Apr    | May    | Jun    | Jul    | Aug    | Sep    |
|-------------------------------|---------|---------|---------|---------|-------|-------|-------|--------|--------|--------|--------|--------|--------|
| YTD Planned (\$K)             | -       | 216     | 430     | 645     | 859   | 1,072 | 1,286 | 1,499  | 1,712  | 1,925  | 2,139  | 2,352  | 2,565  |
| YTD Actual (\$K)              | -       | 291     | 459     | 653     | 831   | 1,083 | 1,277 | 1,553  | 1,763  | 2,047  | 2,279  |        |        |
| <b>Number of Transactions</b> |         |         |         |         |       |       |       |        |        |        |        |        |        |
| YTD Plan Utilization          | -       | -       | -       | -       | 3,096 | 6,192 | 9,288 | 12,384 | 15,479 | 18,575 | 21,671 | 24,767 | 27,863 |
| YTD Actual Utilization        | -       | -       | -       | -       | 148   | 1,258 | 2,274 | 3,687  | 6,570  | 8,417  | 10,342 |        |        |
| <b>Rate (\$/transaction)</b>  |         |         |         |         |       |       |       |        |        |        |        |        |        |
| Planned Rate                  | -       | 92      | 92      | 92      | 92    | 92    | 92    | 92     | 92     | 92     | 92     | 92     | 92     |
| Actual Rate                   | -       | #DIV/0! | #DIV/0! | #DIV/0! | 5,612 | 861   | 562   | 421    | 268    | 243    | 220    |        |        |

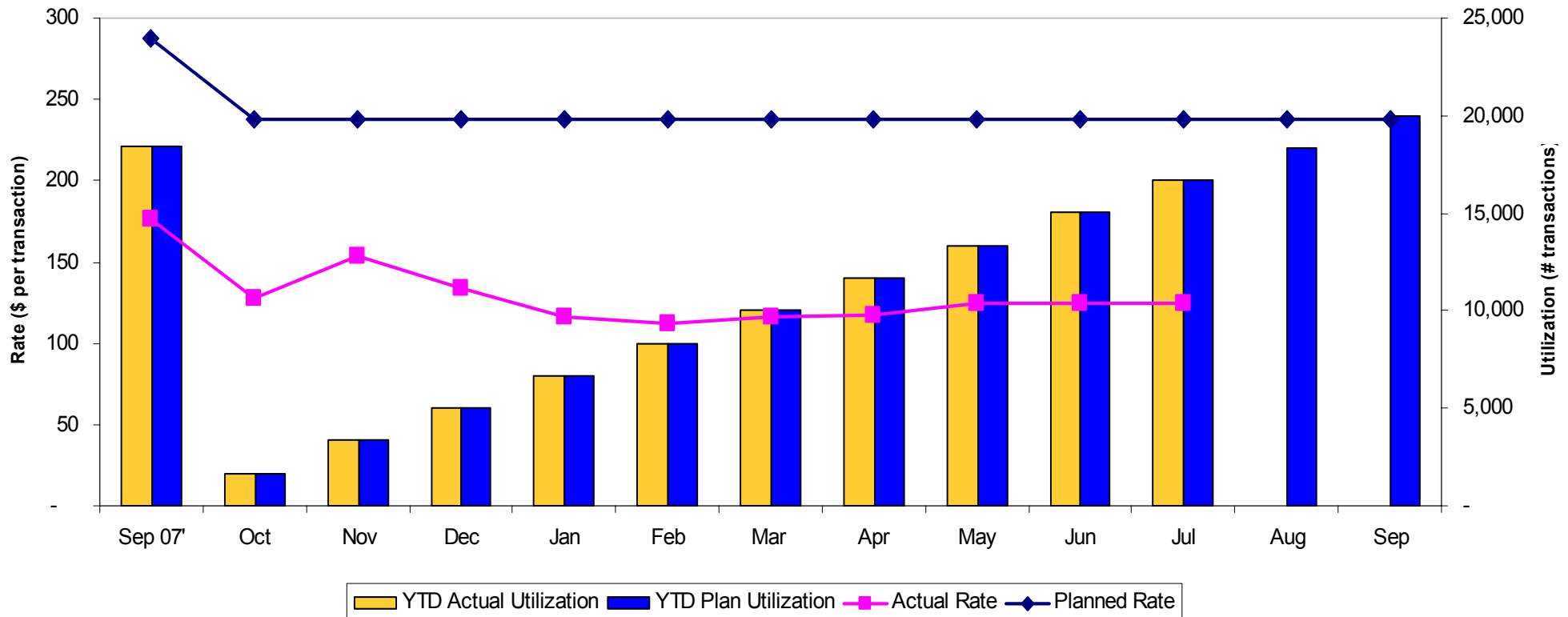
Metric - # of W-2 Forms

Projected EOY Earned (\$Ks) **(\$1,646)**

Support HR transaction processing and related records to produce updated SES data, OPF data, SF-50s, non-OPF data; maintain eOPF

## 3.2.5. Personnel Actions FY 2008





|                               | Sep 07' | Oct   | Nov   | Dec   | Jan   | Feb   | Mar    | Apr    | May    | Jun    | Jul    | Aug    | Sep    |
|-------------------------------|---------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|--------|--------|
| YTD Planned (\$K)             | 5,288   | 401   | 800   | 1,199 | 1,597 | 1,994 | 2,390  | 2,787  | 3,183  | 3,580  | 3,976  | 4,372  | 4,769  |
| YTD Actual (\$K)              | 3,248   | 213   | 512   | 671   | 775   | 936   | 1,164  | 1,374  | 1,656  | 1,875  | 2,079  |        |        |
| <b>Number of Transactions</b> |         |       |       |       |       |       |        |        |        |        |        |        |        |
| YTD Plan Utilization          | 18,421  | 1,668 | 3,336 | 5,005 | 6,673 | 8,341 | 10,009 | 11,677 | 13,345 | 15,014 | 16,682 | 18,350 | 20,018 |
| YTD Actual Utilization        | 18,421  | 1,668 | 3,336 | 5,005 | 6,673 | 8,341 | 10,009 | 11,677 | 13,345 | 15,014 | 16,682 |        |        |
| <b>Rate (\$/transaction)</b>  |         |       |       |       |       |       |        |        |        |        |        |        |        |
| Planned Rate                  | 287     | 238   | 238   | 238   | 238   | 238   | 238    | 238    | 238    | 238    | 238    | 238    | 238    |
| Actual Rate                   | 176     | 128   | 154   | 134   | 116   | 112   | 116    | 118    | 124    | 125    | 125    |        |        |

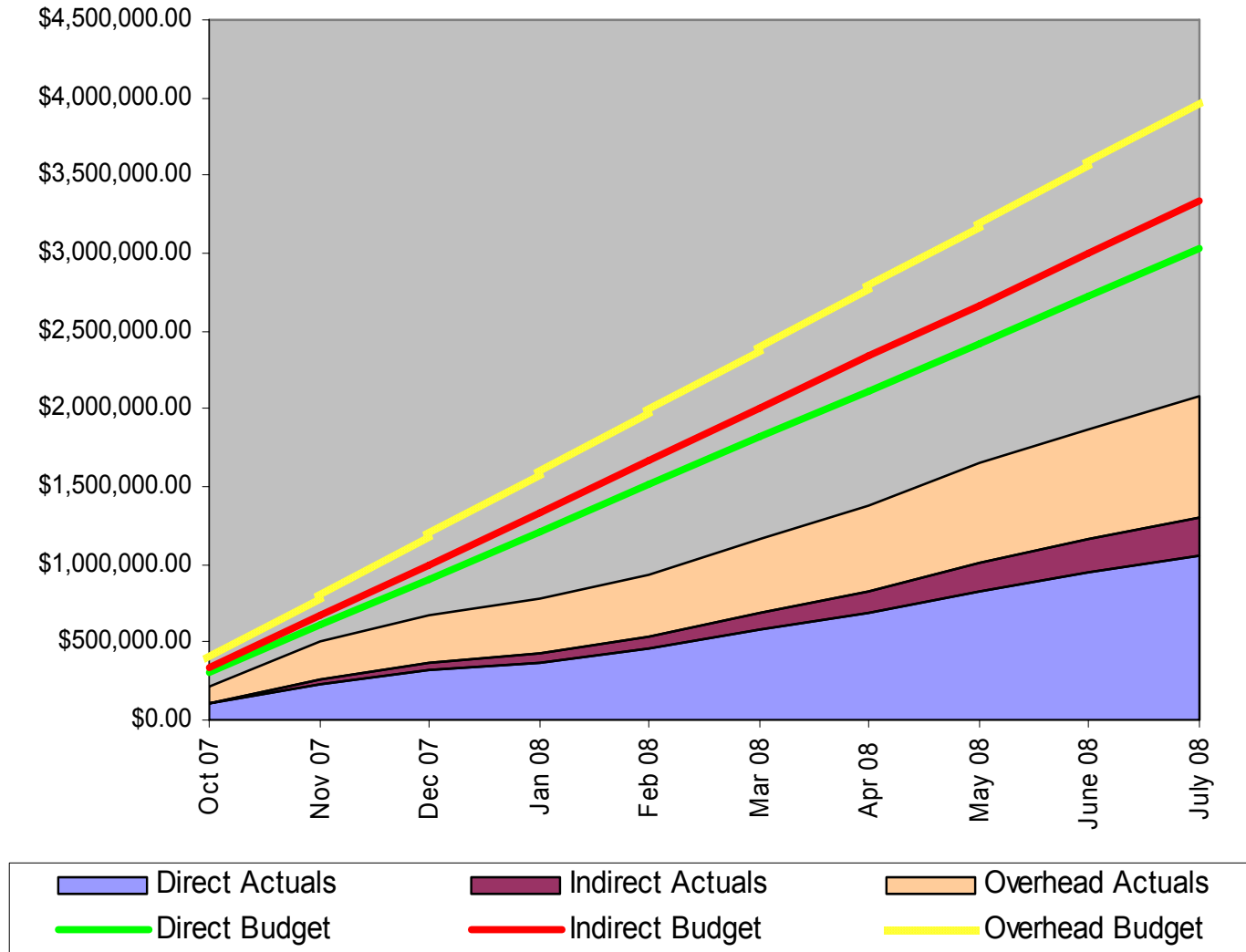
Metric - # of W-2 forms

EOY Earned (\$Ks)

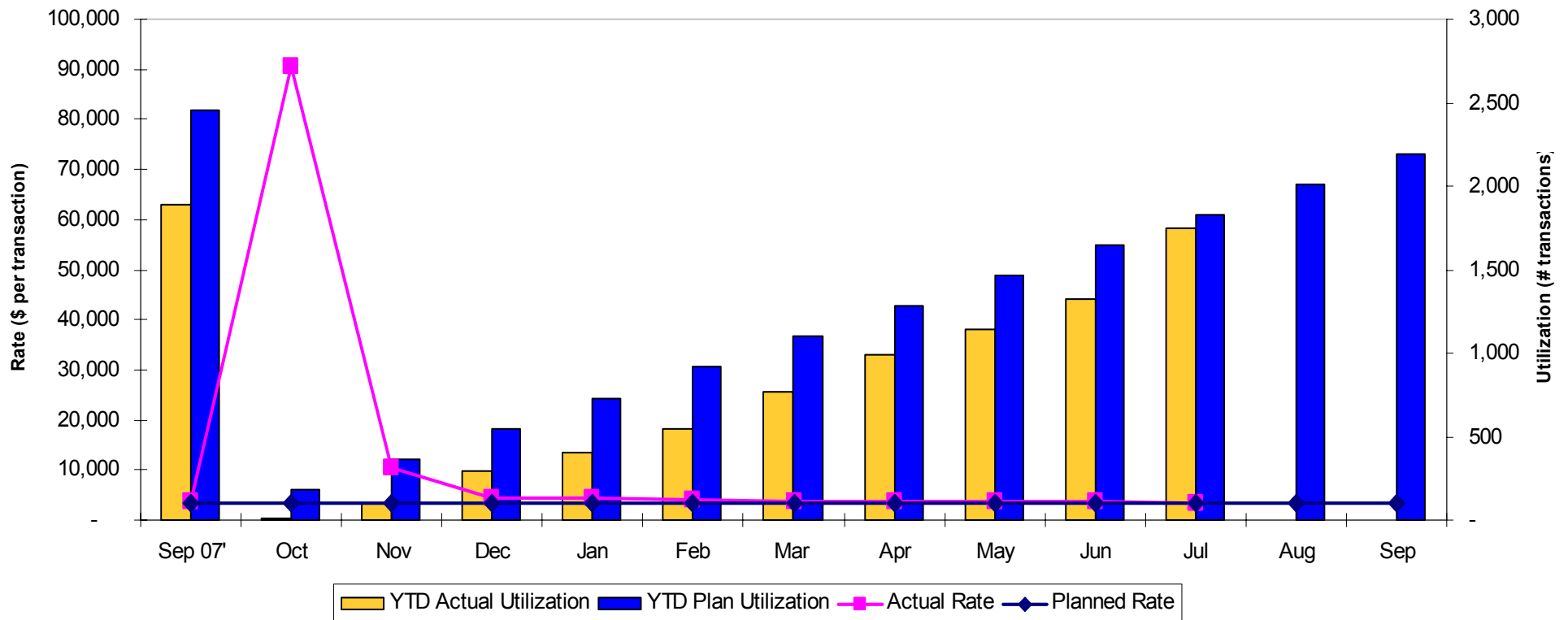
\$1,979

Agency contracting (Consolidated Contracting Initiative), e-procurement, customer survey administration, NASA contracting intern program

## 3.3.1. Other Agency Procurement Services FY 2008



# Grants and Cooperative Agreements



|                               | Sep 07' | Oct    | Nov    | Dec   | Jan   | Feb   | Mar   | Apr   | May   | Jun   | Jul   | Aug   | Sep   |
|-------------------------------|---------|--------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| YTD Planned (\$K)             | 8,488   | 637    | 1,272  | 1,906 | 2,539 | 3,170 | 3,801 | 4,431 | 5,061 | 5,691 | 6,322 | 6,952 | 7,582 |
| YTD Actual (\$K)              | 6,944   | 543    | 1,049  | 1,302 | 1,711 | 2,244 | 2,755 | 3,540 | 4,242 | 4,878 | 5,612 |       |       |
| <b>Number of Transactions</b> |         |        |        |       |       |       |       |       |       |       |       |       |       |
| YTD Plan Utilization          | 2,453   | 183    | 366    | 549   | 732   | 915   | 1,098 | 1,281 | 1,464 | 1,647 | 1,830 | 2,013 | 2,196 |
| YTD Actual Utilization        | 1,891   | 6      | 101    | 291   | 400   | 544   | 764   | 990   | 1,144 | 1,325 | 1,746 |       |       |
| <b>Rate (\$/transaction)</b>  |         |        |        |       |       |       |       |       |       |       |       |       |       |
| Planned Rate                  | 3,460   | 3,453  | 3,453  | 3,453 | 3,453 | 3,453 | 3,453 | 3,453 | 3,453 | 3,453 | 3,453 | 3,453 | 3,453 |
| Actual Rate                   | 3,672   | 90,514 | 10,385 | 4,473 | 4,277 | 4,124 | 3,606 | 3,575 | 3,708 | 3,682 | 3,214 |       |       |

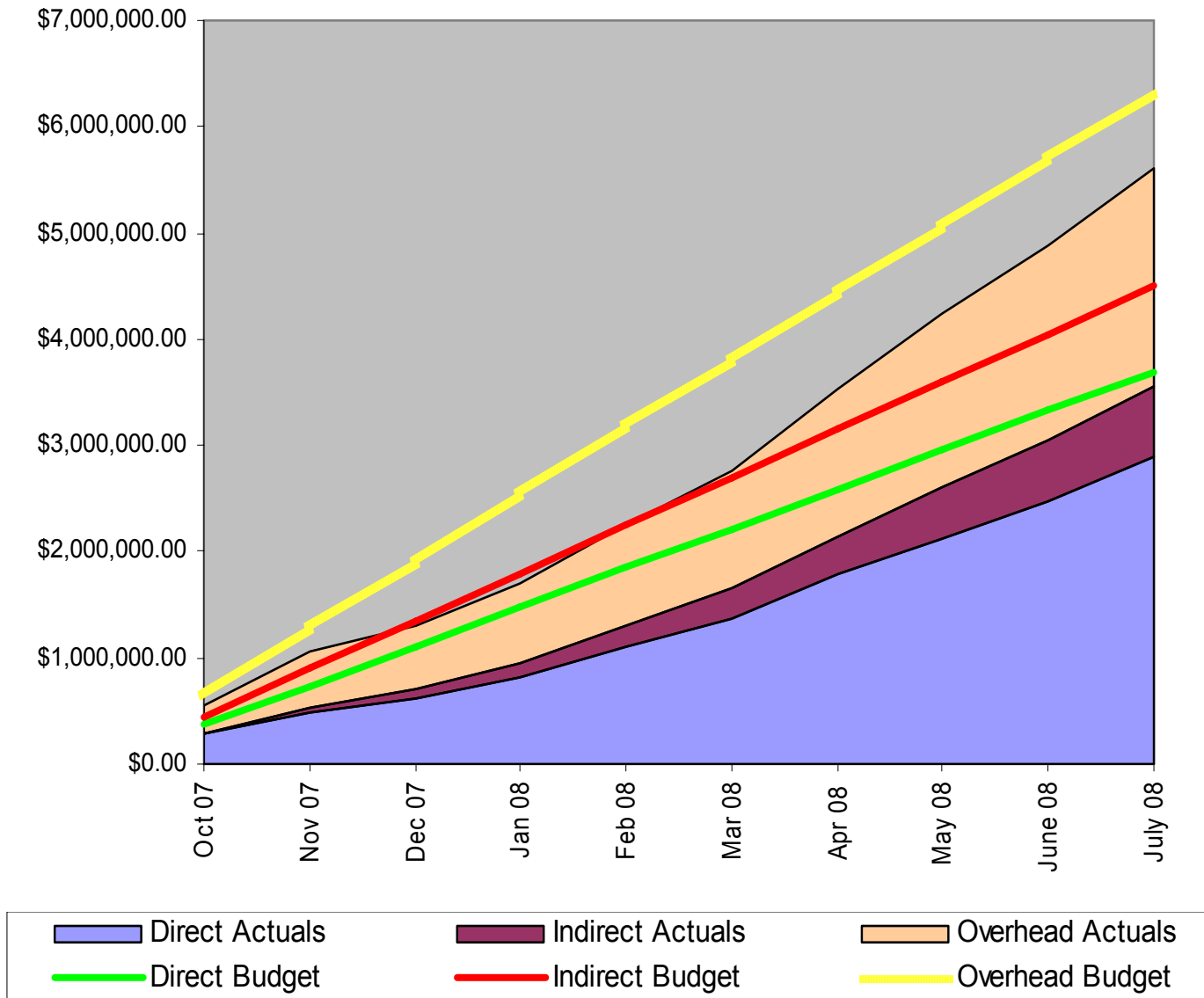
**Metric - # of Grants Awarded (excluding NSSC)**

**EOY Earned (\$Ks)**

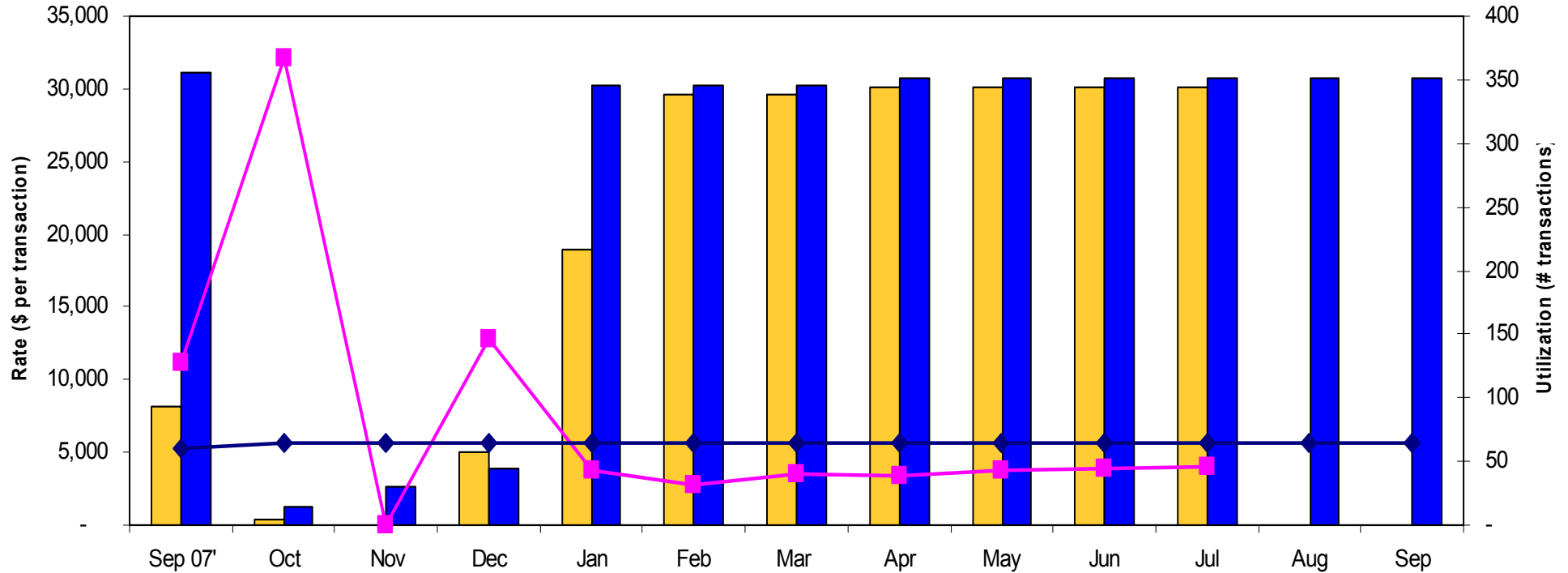
**(\$197)**

Support the award and administration of grants and cooperative agreements including pre-award and post-award actions for both competitive and noncompetitive awards, and maintenance of grants website

## 3.3.2. Grants & Cooperative Agreements FY 2008







YTD Actual Utilization
  YTD Plan Utilization
  Actual Rate
  Planned Rate

|                               | <u>Sep 07'</u> | <u>Oct</u> | <u>Nov</u> | <u>Dec</u> | <u>Jan</u> | <u>Feb</u> | <u>Mar</u> | <u>Apr</u> | <u>May</u> | <u>Jun</u> | <u>Jul</u> | <u>Aug</u> | <u>Sep</u> |
|-------------------------------|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| YTD Planned (\$K)             | 1,861          | 166        | 332        | 498        | 663        | 828        | 993        | 1,157      | 1,322      | 1,487      | 1,651      | 1,816      | 1,980      |
| YTD Actual (\$K)              | 1,043          | 128        | 452        | 744        | 824        | 952        | 1,187      | 1,170      | 1,283      | 1,347      | 1,393      |            |            |
| <b>Number of Transactions</b> |                |            |            |            |            |            |            |            |            |            |            |            |            |
| YTD Plan Utilization          | 356            | 15         | 30         | 45         | 345        | 345        | 345        | 351        | 351        | 351        | 351        | 351        | 351        |
| YTD Actual Utilization        | 93             | 4          | -          | 58         | 217        | 339        | 339        | 344        | 344        | 344        | 344        |            |            |
| <b>Rate (\$/transaction)</b>  |                |            |            |            |            |            |            |            |            |            |            |            |            |
| Planned Rate                  | 5,227          | 5,642      | 5,642      | 5,642      | 5,642      | 5,642      | 5,642      | 5,642      | 5,642      | 5,642      | 5,642      | 5,642      | 5,642      |
| Actual Rate                   | 11,214         | 32,065     | #DIV/0!    | 12,825     | 3,796      | 2,807      | 3,503      | 3,402      | 3,729      | 3,917      | 4,048      |            |            |

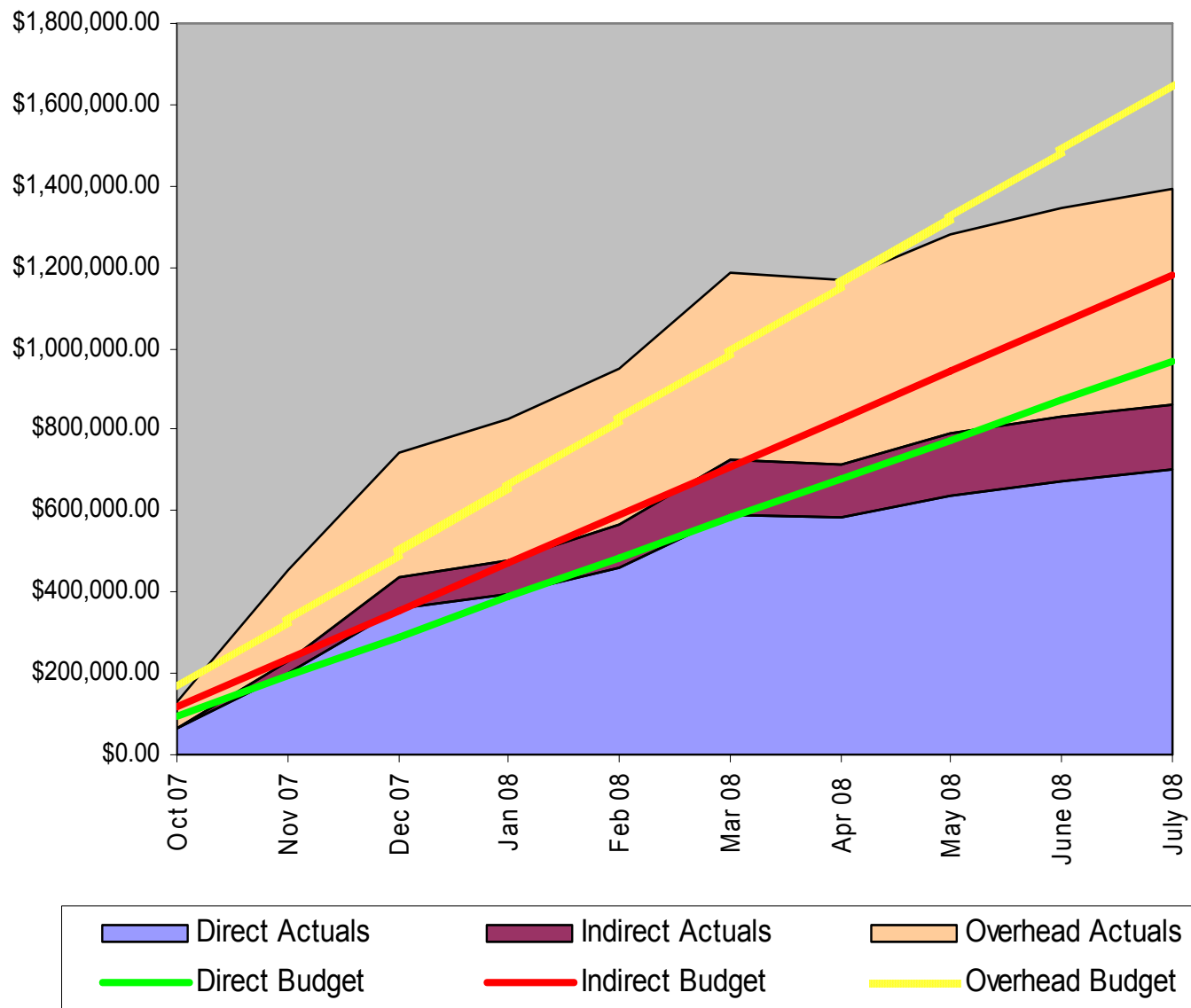
**Metric - # of Phase I and Phase II Contract Awards**

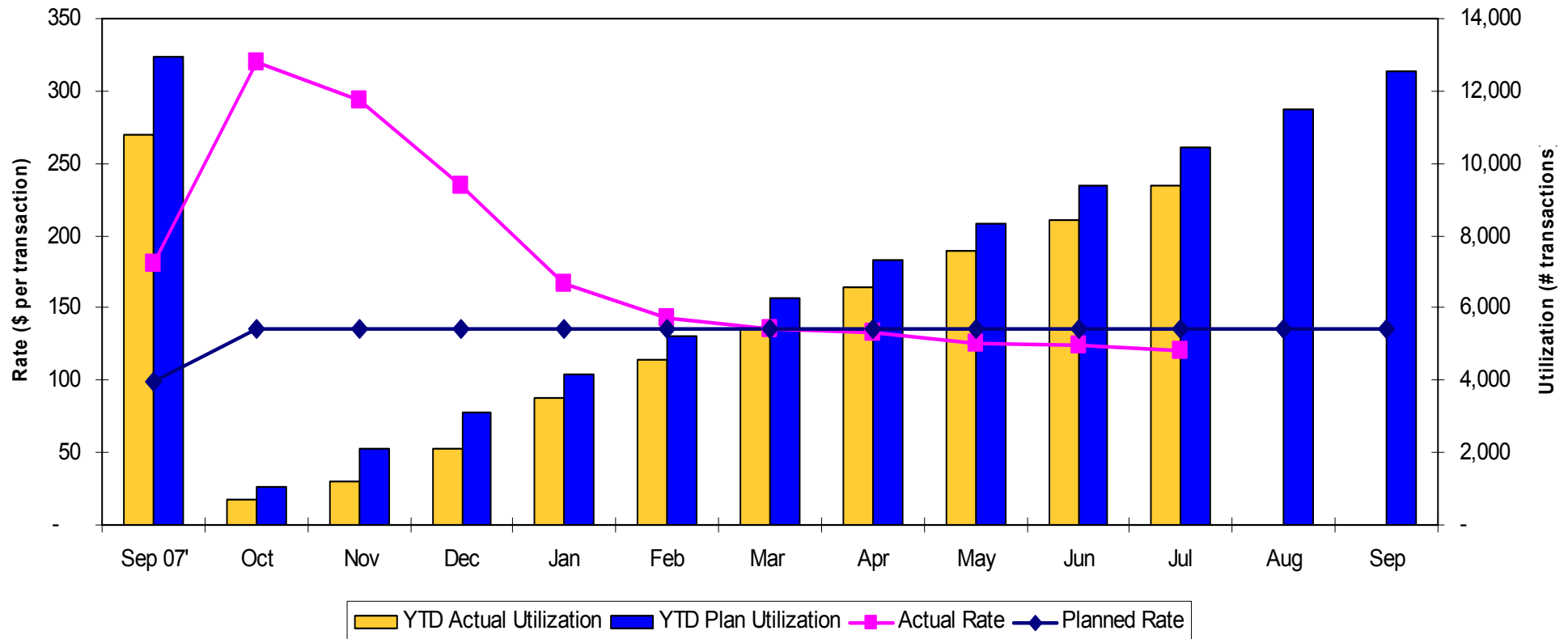
**EOY Earned (\$Ks)**

**\$363**

**Support to the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs for Phase I and II contracts**

## 3.3.3. SBIR/STTR Contracts FY 2008





|                               | Sep 07' | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | Apr   | May   | Jun   | Jul    | Aug    | Sep    |
|-------------------------------|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|
| YTD Planned (\$K)             | 1,284   | 143   | 286   | 428   | 571   | 712   | 854   | 996   | 1,137 | 1,279 | 1,421  | 1,562  | 1,704  |
| YTD Actual (\$K)              | 1,945   | 221   | 355   | 490   | 591   | 653   | 736   | 869   | 949   | 1,049 | 1,131  |        |        |
| <b>Number of Transactions</b> |         |       |       |       |       |       |       |       |       |       |        |        |        |
| YTD Plan Utilization          | 12,959  | 1,044 | 2,087 | 3,131 | 4,174 | 5,218 | 6,262 | 7,305 | 8,349 | 9,392 | 10,436 | 11,479 | 12,523 |
| YTD Actual Utilization        | 10,782  | 690   | 1,211 | 2,091 | 3,533 | 4,557 | 5,451 | 6,551 | 7,569 | 8,411 | 9,368  |        |        |
| <b>Rate (\$/transaction)</b>  |         |       |       |       |       |       |       |       |       |       |        |        |        |
| Planned Rate                  | 99      | 136   | 136   | 136   | 136   | 136   | 136   | 136   | 136   | 136   | 136    | 136    | 136    |
| Actual Rate                   | 180     | 320   | 293   | 234   | 167   | 143   | 135   | 133   | 125   | 125   | 121    |        |        |

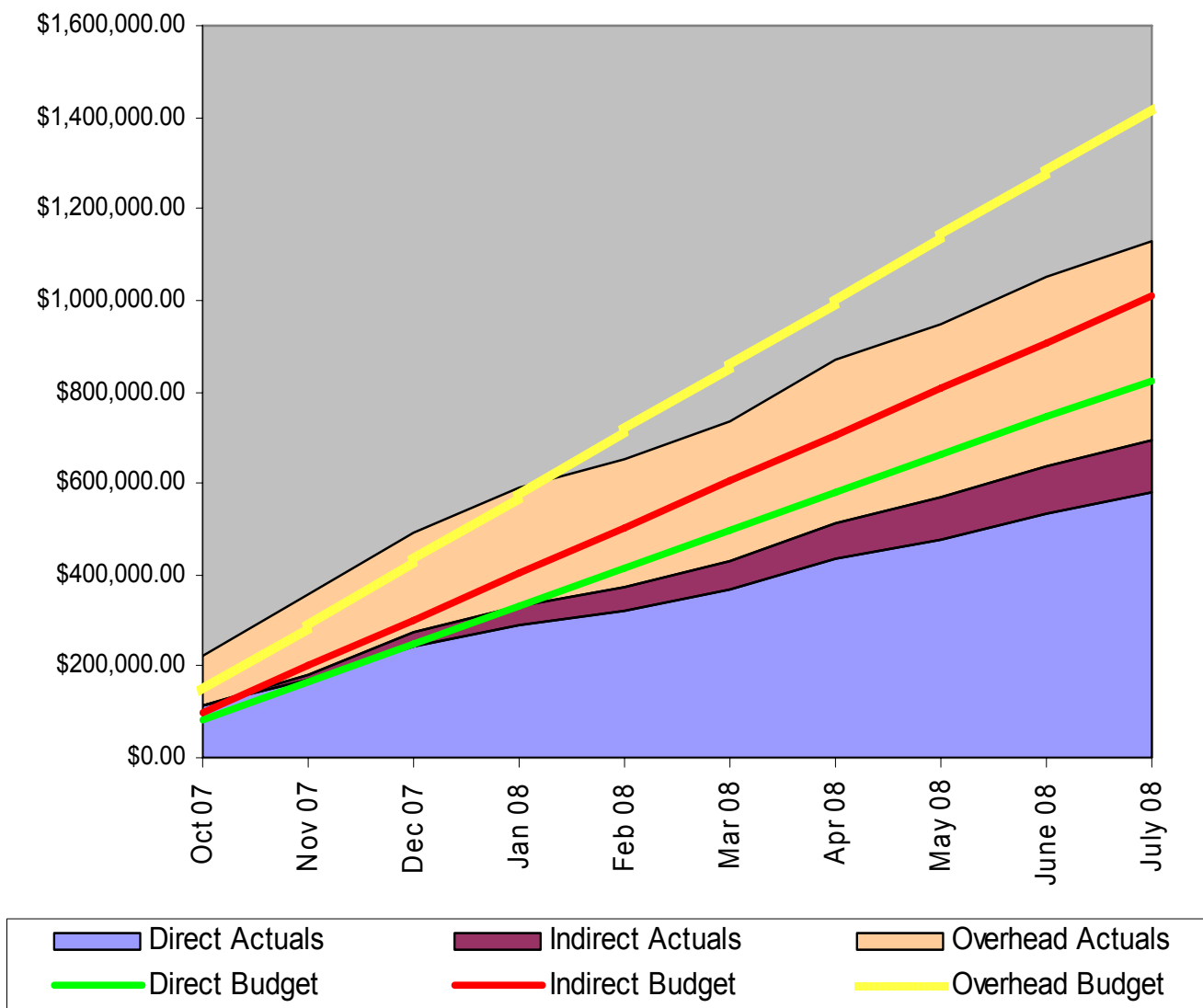
**Metric - # of Approved SF1735's**

**EOY Earned (\$Ks)**

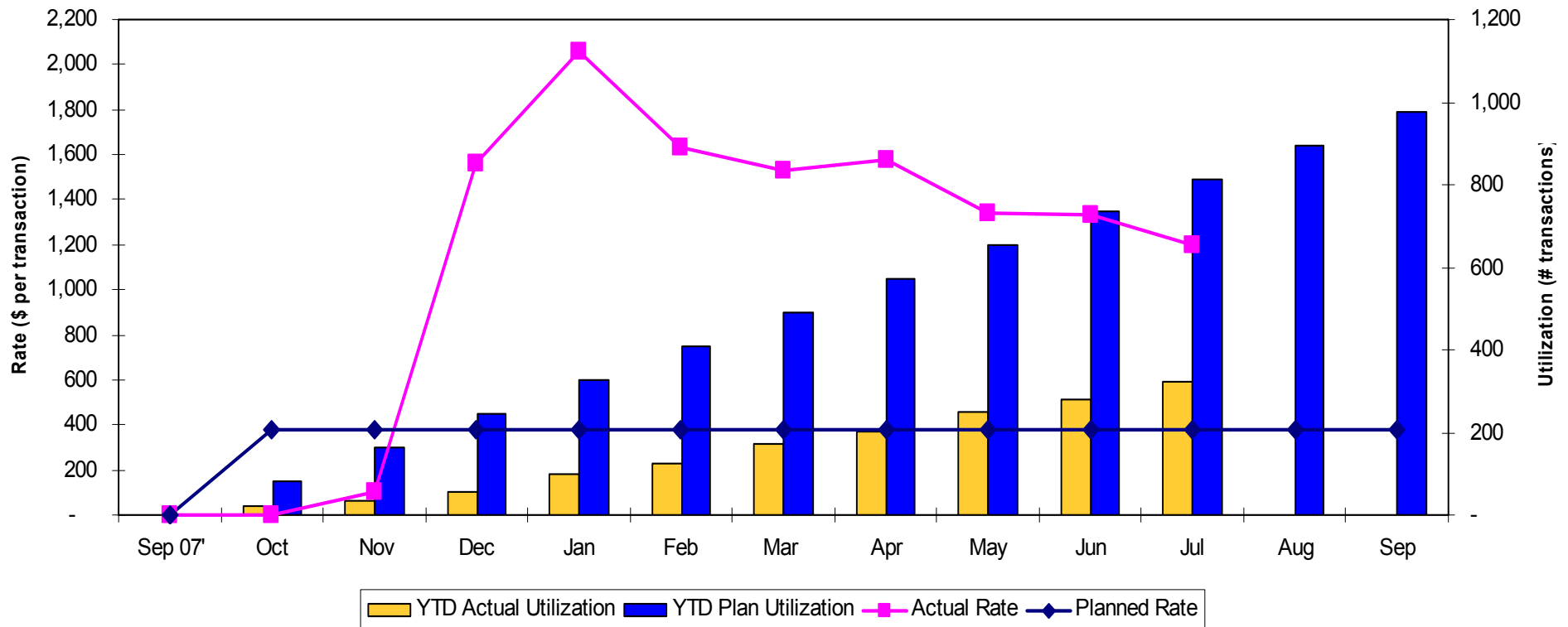
**\$43**

**Award and administer training purchases and delivery orders for all NASA training**

## 3.3.4.1. Offsite Training Purchases FY 2008



# Onsite Training < \$25K & COTS



|                               | Sep 07' | Oct | Nov | Dec   | Jan   | Feb   | Mar   | Apr   | May   | Jun   | Jul   | Aug | Sep |
|-------------------------------|---------|-----|-----|-------|-------|-------|-------|-------|-------|-------|-------|-----|-----|
| YTD Planned (\$K)             | -       | 31  | 63  | 94    | 125   | 156   | 187   | 218   | 250   | 281   | 312   | 343 | 374 |
| YTD Actual (\$K)              | -       | -   | 3   | 86    | 200   | 202   | 266   | 322   | 332   | 373   | 386   |     |     |
| <b>Number of Transactions</b> |         |     |     |       |       |       |       |       |       |       |       |     |     |
| YTD Plan Utilization          | -       | 82  | 163 | 245   | 326   | 408   | 489   | 571   | 652   | 734   | 815   | 897 | 978 |
| YTD Actual Utilization        | -       | 22  | 34  | 55    | 97    | 124   | 174   | 204   | 248   | 280   | 321   |     |     |
| <b>Rate (\$/transaction)</b>  |         |     |     |       |       |       |       |       |       |       |       |     |     |
| Planned Rate                  | -       | 382 | 382 | 382   | 382   | 382   | 382   | 382   | 382   | 382   | 382   | 382 | 382 |
| Actual Rate                   | -       | -   | 99  | 1,561 | 2,059 | 1,631 | 1,527 | 1,578 | 1,338 | 1,331 | 1,201 |     |     |

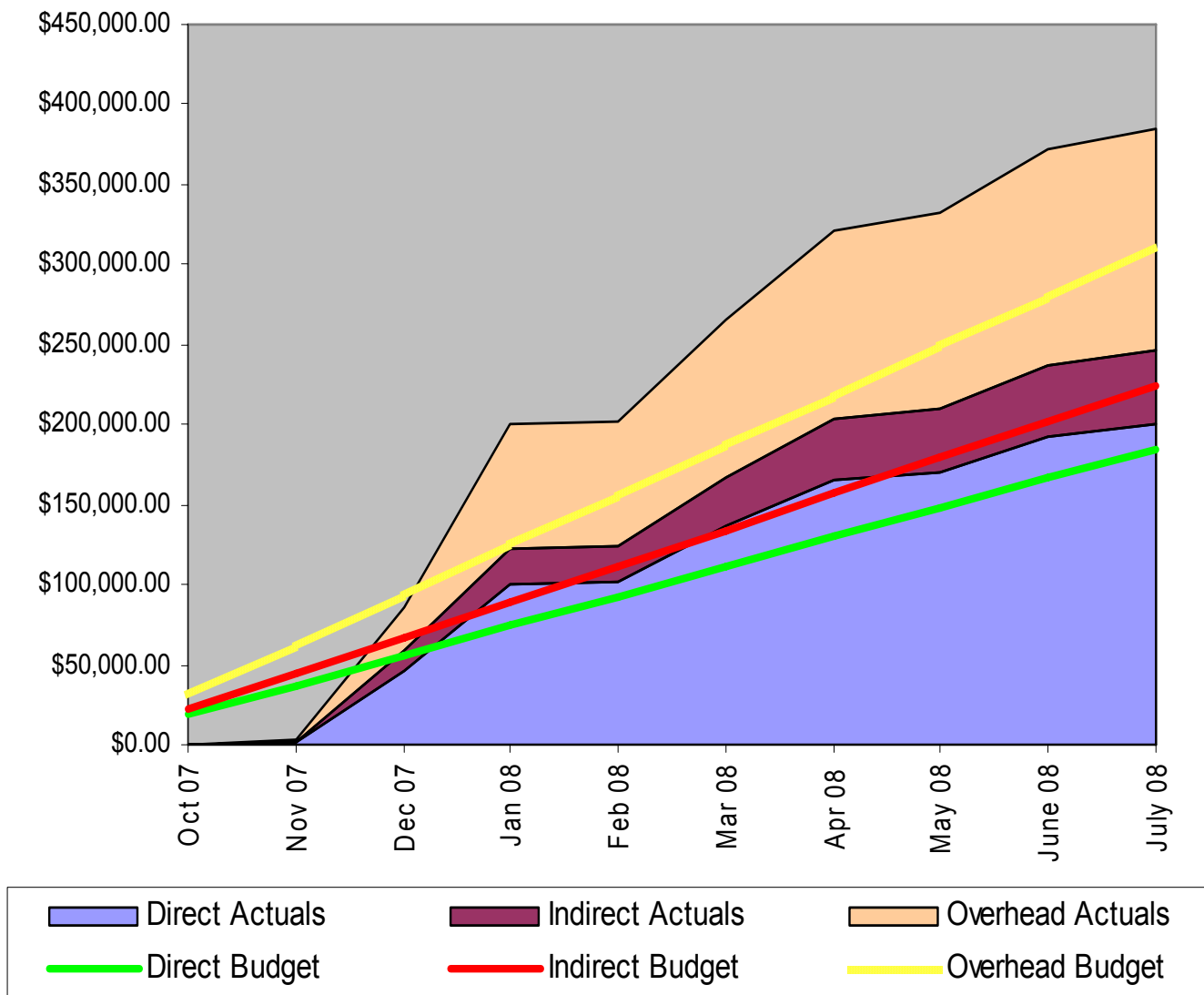
Metric - # of Approved SF1735's

EOY Earned (\$Ks)

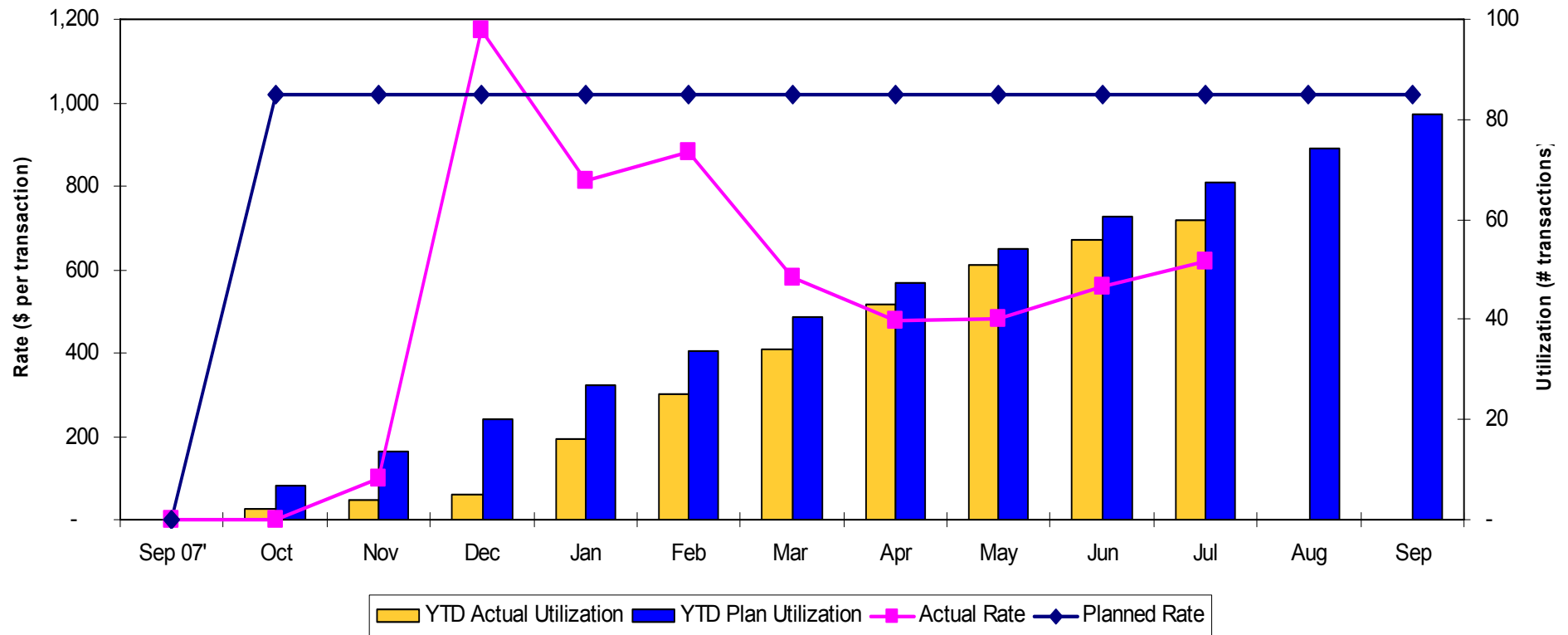
(\$298)

Award and administer training purchases and delivery orders for all NASA training

## 3.3.4.2. Training Purchases <\$25K COTS Only FY 2008



# Onsite Training > \$25K & Non-COTS



|                               | Sep 07' | Oct   | Nov   | Dec   | Jan   | Feb   | Mar   | Apr   | May   | Jun   | Jul   | Aug   | Sep   |
|-------------------------------|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| YTD Planned (\$K)             | -       | 7     | 14    | 21    | 28    | 34    | 41    | 48    | 55    | 62    | 69    | 76    | 82    |
| YTD Actual (\$K)              | -       | -     | 0     | 6     | 13    | 22    | 20    | 20    | 25    | 31    | 37    |       |       |
| <b>Number of Transactions</b> |         |       |       |       |       |       |       |       |       |       |       |       |       |
| YTD Plan Utilization          | -       | 7     | 14    | 20    | 27    | 34    | 41    | 47    | 54    | 61    | 68    | 74    | 81    |
| YTD Actual Utilization        | -       | 2     | 4     | 5     | 16    | 25    | 34    | 43    | 51    | 56    | 60    |       |       |
| <b>Rate (\$/transaction)</b>  |         |       |       |       |       |       |       |       |       |       |       |       |       |
| Planned Rate                  | -       | 1,018 | 1,018 | 1,018 | 1,018 | 1,018 | 1,018 | 1,018 | 1,018 | 1,018 | 1,018 | 1,018 | 1,018 |
| Actual Rate                   | -       | -     | 99    | 1,174 | 813   | 883   | 581   | 475   | 483   | 558   | 620   |       |       |

Metric - # of Approved SF1735's

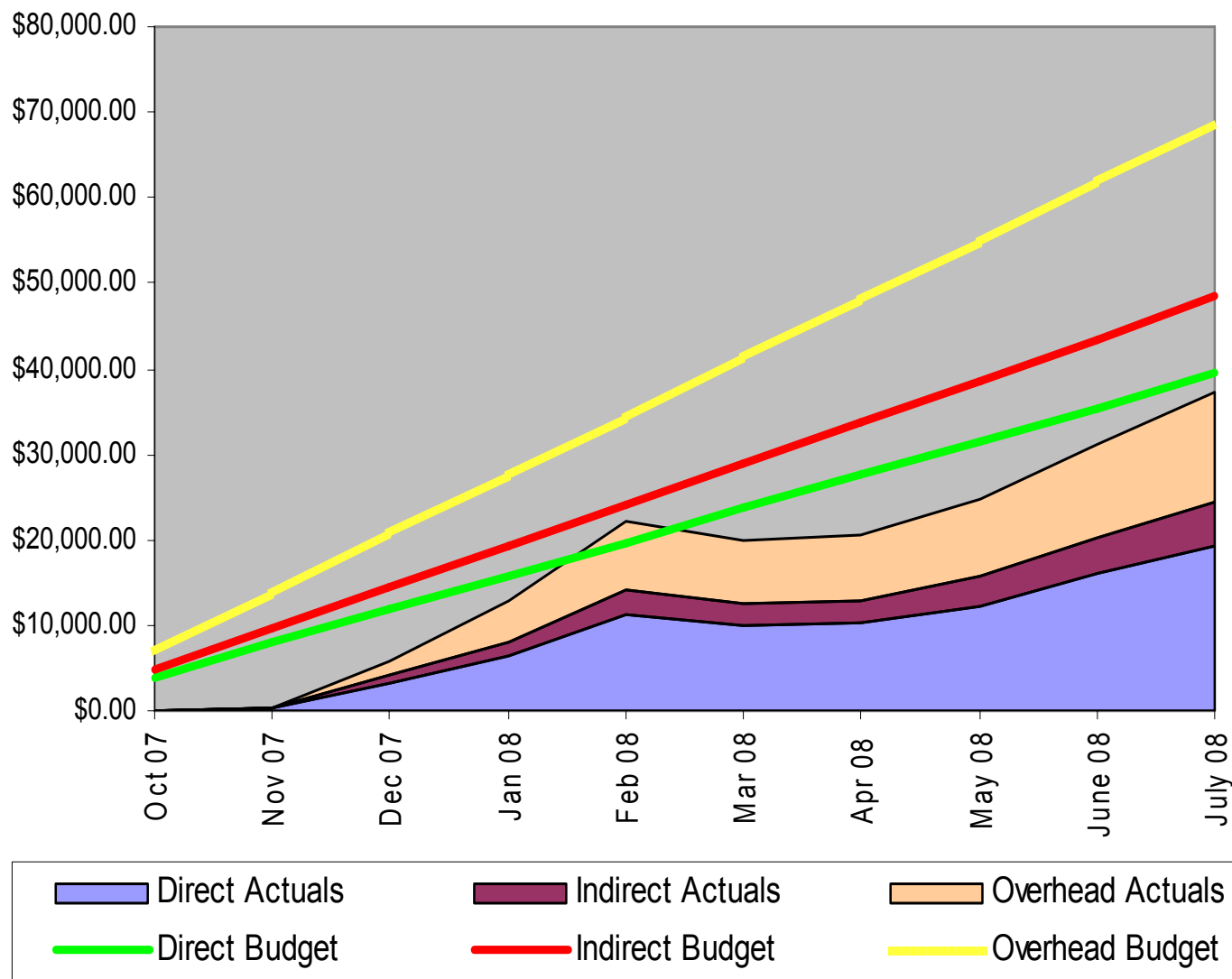
EOY Earned (\$Ks)

\$19

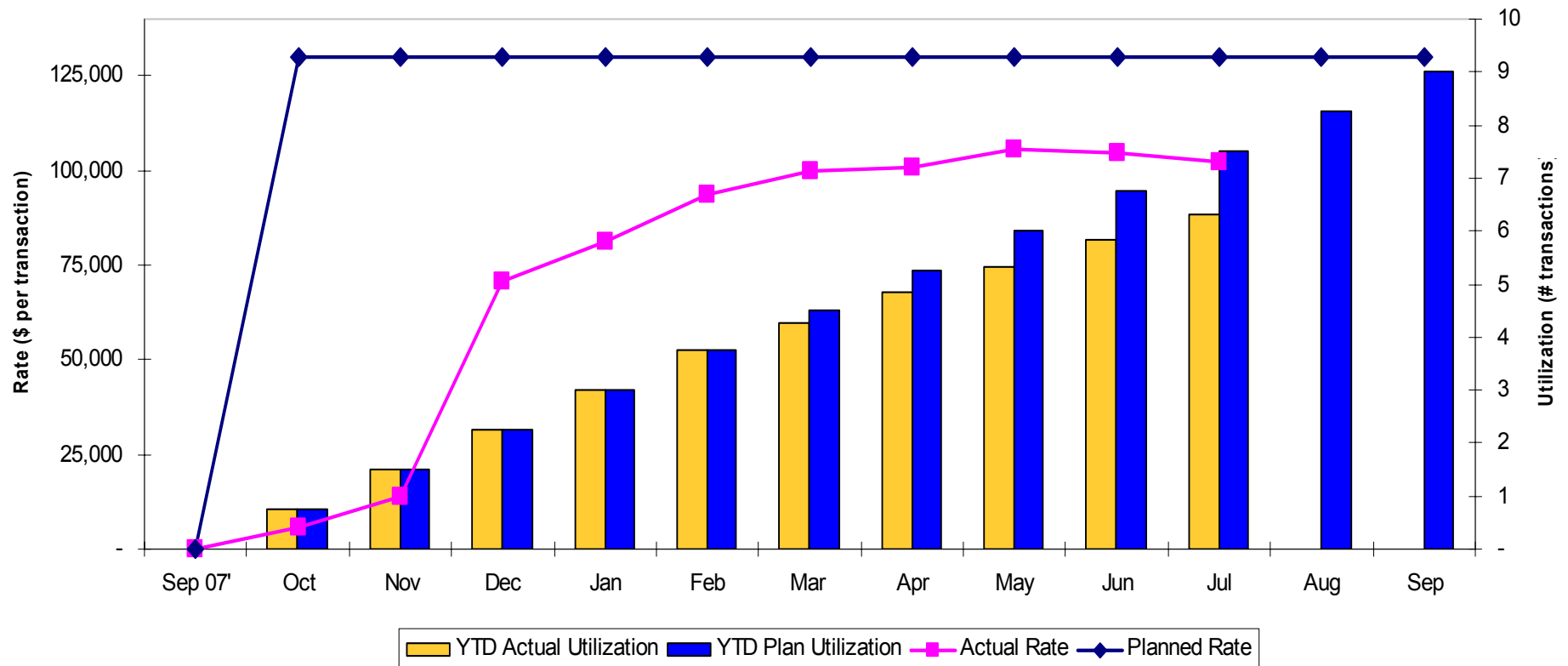
Award and administer training purchases and delivery orders for all NASA training

# Onsite Training > \$25K & Non-COTS

## 3.3.4.3. Onsite Training Purchases >\$25K Non-COTS FY 2008







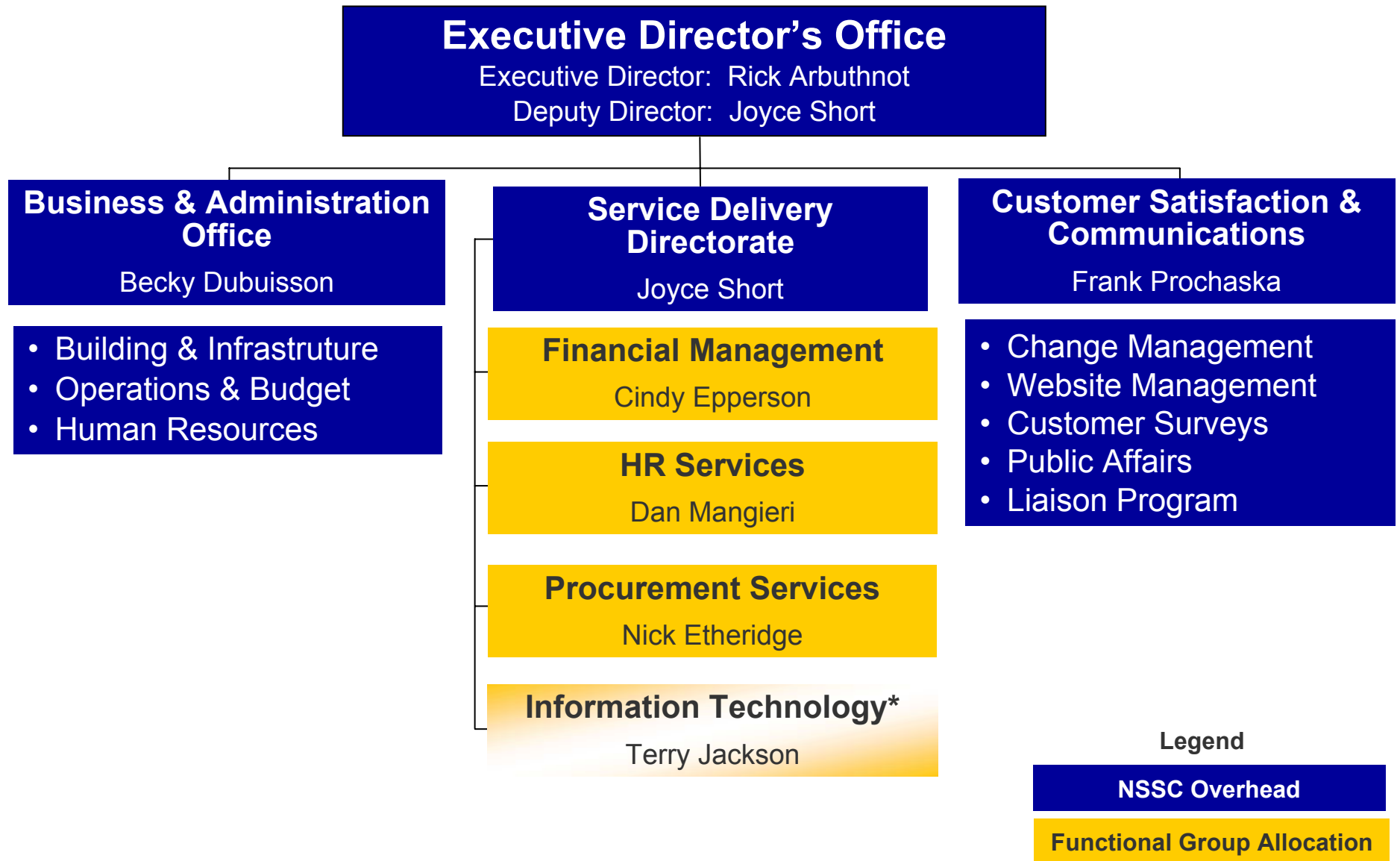
|                               | Sep 07' | Oct     | Nov     | Dec     | Jan     | Feb     | Mar     | Apr     | May     | Jun     | Jul     | Aug     | Sep     |
|-------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| YTD Planned (\$K)             | -       | 97      | 194     | 291     | 388     | 485     | 582     | 679     | 776     | 873     | 970     | 1,067   | 1,170   |
| YTD Actual (\$K)              | -       | 4       | 21      | 159     | 244     | 352     | 424     | 488     | 562     | 610     | 648     |         |         |
| <b>Number of Transactions</b> |         |         |         |         |         |         |         |         |         |         |         |         |         |
| YTD Plan Utilization          | -       | 1       | 2       | 2       | 3       | 4       | 5       | 5       | 6       | 7       | 8       | 8       | 9       |
| YTD Actual Utilization        | -       | 1       | 2       | 2       | 3       | 4       | 4       | 5       | 5       | 6       | 6       |         |         |
| <b>Rate (\$/transaction)</b>  |         |         |         |         |         |         |         |         |         |         |         |         |         |
| Planned Rate                  | -       | 130,027 | 130,027 | 130,027 | 130,027 | 130,027 | 130,027 | 130,027 | 130,027 | 130,027 | 130,027 | 130,027 | 130,027 |
| Actual Rate                   | -       | 5,941   | 13,744  | 70,815  | 81,216  | 93,824  | 99,868  | 101,045 | 105,487 | 104,623 | 102,379 |         |         |

**Metric - # of Liaisons Supporting Centers**

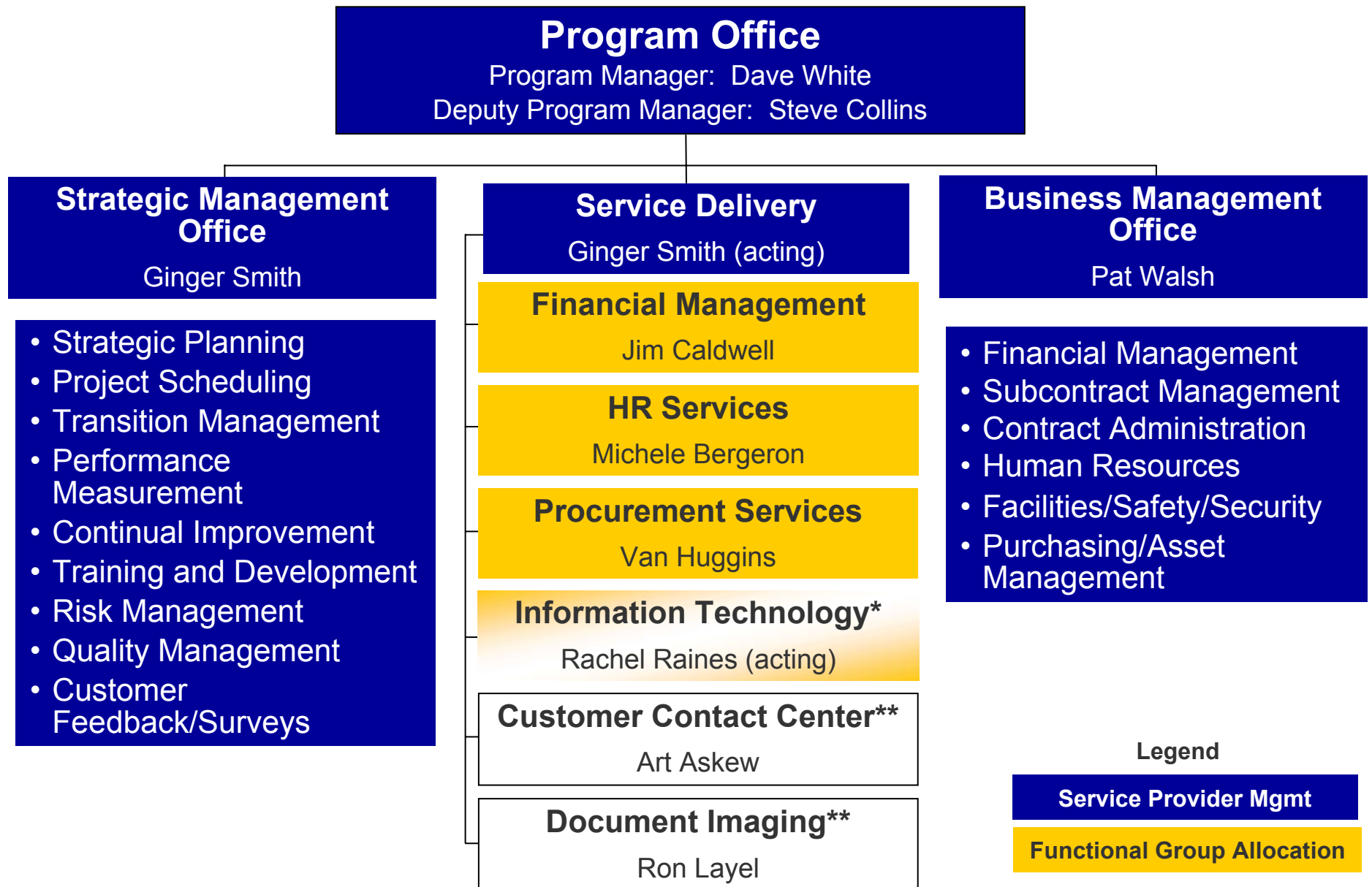
**EOY Earned (\$Ks)**

**\$37**

**Center Liaison Support**



*All services under the functional areas are planned as direct cost.  
Functional Group Allocations reflect functional management costs.  
\* Majority of IT planned as direct*



All services under the functional areas are planned as direct cost.  
Functional Group Allocations reflect functional management costs.

\* Majority of IT planned as direct

\*\*All planned as direct cost

## FY2009 PPBE

### Financial Management

Accounts Payable  
Accounts Receivable  
Payroll/Time & Attendance Processing  
Travel Services

### Human Resources

Support to Personnel Programs  
Employee Development and Training  
Employee Benefits  
Human Resource and Training Information Systems  
PCS and Extended TDY relocation assistance  
Personnel Action Processing and Record Keeping  
SES Case documentation

### Procurement

Procurement Processing and Other Admin. Svcs  
Grants and Cooperative Agreements  
SBIR/STTR Contracts  
Offsite Training  
Onsite Training <\$25K COTS  
Onsite Training >=\$25K NON-COTS

### Liaison Support

### Training Purchases \$

Off-site Purchases  
On-site Purchases

## FY2010 PPBE

### Financial Management

Accounts Payable  
Accounts Receivable  
Fund Balance with Treasury  
Payroll/Time & Attendance Processing  
Domestic Travel Services  
PCS, Foreign, Extended TDY Travel Services  
PCS Relocation Assistance

Separated from AP/AR

### Human Resources

Support to Personnel Programs  
Employee Development and Training  
Employee Benefits  
Human Resource and Training Information Systems  
Personnel Action Processing  
eOPF Record Keeping  
SES Case documentation

### Procurement

Procurement Processing and Other Admin. Svcs  
Grants, Coop Agreements, SBIR/STTR Awards  
Grants, Coop Agreements, SBIR/STTR Admin  
Offsite Training  
Onsite Training

### Liaison Support

### ODIN Seat Management

Separated from Overhead

### Training Purchases \$

Off-site Purchases  
On-site Purchases

# Rates for FY2010 PPBE



| Services   | FY06     | FY07      | FY08       | FY09       | FY10       | FY11       | FY12       | FY13       | FY14       |
|--|----------|-----------|------------|------------|------------|------------|------------|------------|------------|
| <b>FINANCIAL MANAGEMENT</b>                              |          |           |            |            |            |            |            |            |            |
| Accounts Payable   |          |           | \$ 259     | \$ 108     | \$ 109     | \$ 114     | \$ 115     | \$ 115     | \$ 115     |
| Accounts Receivable                                      |          |           | \$ 241     | \$ 111     | \$ 112     | \$ 116     | \$ 117     | \$ 118     | \$ 118     |
| Payroll/Time & Attendance Processing                     | \$ 321   | \$ 346    | \$ 160     | \$ 120     | \$ 121     | \$ 127     | \$ 130     | \$ 132     | \$ 133     |
| FBWT   |          |           |            | \$ 13      | \$ 13      | \$ 14      | \$ 14      | \$ 14      | \$ 14      |
| Travel Services  | \$ 69    | \$ 71     | \$ 60      |            |            |            |            |            |            |
| Domestic Travel Services                                 |          |           |            | \$ 35      | \$ 35      | \$ 37      | \$ 37      | \$ 37      | \$ 37      |
| PCS, Foreign & ETDY Services                             |          |           |            | \$ 332     | \$ 338     | \$ 359     | \$ 367     | \$ 373     | \$ 374     |
| PCS & ETDY Relocation Assistance*                        | \$ 2,126 | \$ 1,454  | \$ 1,977   | \$ 2,367   | \$ 2,477   | \$ 2,597   | \$ 2,619   | \$ 2,634   | \$ 2,647   |
| <b>HUMAN RESOURCES</b>                                   |          |           |            |            |            |            |            |            |            |
| Support to Personnel Programs                            | \$ 238   | \$ 285    | \$ 165     | \$ 141     | \$ 146     | \$ 151     | \$ 152     | \$ 154     | \$ 154     |
| Employee Development and Training                        | \$ 284   | \$ 172    | \$ 156     | \$ 106     | \$ 109     | \$ 114     | \$ 116     | \$ 118     | \$ 118     |
| Employee Benefits  | \$ 69    | \$ 95     | \$ 126     | \$ 144     | \$ 144     | \$ 151     | \$ 154     | \$ 155     | \$ 156     |
| Human Resource and Training Information Systems          |          | \$ 184    | \$ 113     | \$ 142     | \$ 145     | \$ 153     | \$ 157     | \$ 161     | \$ 163     |
| Personnel Action Processing and Record Keeping           |          |           | \$ 92      |            |            |            |            |            |            |
| eOPF Record Keeping                                      |          |           |            | \$ 23      | \$ 24      | \$ 25      | \$ 25      | \$ 25      | \$ 25      |
| Personnel Action Processing                              |          |           |            | \$ 73      | \$ 75      | \$ 78      | \$ 80      | \$ 81      | \$ 81      |
| Recruiting Events Logistics                              |          | \$ 5,046  |            |            |            |            |            |            |            |
| SES Case documentation                                   | \$ 3,079 | \$ 4,124  | \$ 10,201  | \$ 8,225   | \$ 8,633   | \$ 9,066   | \$ 9,156   | \$ 9,410   | \$ 8,455   |
| PCS Relocation (Cartus Contract Support)                 |          | \$ 35,211 |            |            |            |            |            |            |            |
| <b>PROCUREMENT</b>                                       |          |           |            |            |            |            |            |            |            |
| Procurement Processing and Other Admin Services          |          | \$ 287    | \$ 238     | \$ 195     | \$ 202     | \$ 219     | \$ 229     | \$ 241     | \$ 250     |
| Grants and Cooperative Agreements                        | \$ 6,378 | \$ 3,460  | \$ 3,453   |            |            |            |            |            |            |
| SBIR/STTR Contracts                                      |          | \$ 5,227  | \$ 5,642   |            |            |            |            |            |            |
| Grant & SBIR Awards                                      |          |           |            | \$ 2,853   | \$ 2,830   | \$ 2,947   | \$ 2,983   | \$ 3,022   | \$ 3,029   |
| Grant & SBIR Administration                              |          |           |            | \$ 677     | \$ 678     | \$ 740     | \$ 738     | \$ 745     | \$ 746     |
| Training Purchases                                       | \$ 249   | \$ 99     |            |            |            |            |            |            |            |
| Off-Site Training Purchases                              |          |           | \$ 136     | \$ 94      | \$ 117     | \$ 122     | \$ 125     | \$ 126     | \$ 127     |
| On-Site Training Purchases                               |          |           |            | \$ 522     | \$ 575     | \$ 602     | \$ 599     | \$ 612     | \$ 626     |
| On-Site Training Purchases <\$25K and COTS               |          |           | \$ 382     |            |            |            |            |            |            |
| On-Site Training Purchases > or = \$25K and all Non-COTS |          |           | \$ 1,018   |            |            |            |            |            |            |
| <b>Transition</b>  |          |           |            |            |            |            |            |            |            |
| Liaison Support  |          |           | \$ 130,027 | \$ 130,174 | \$ 135,996 | \$ 138,035 | \$ 142,477 | \$ 147,070 | \$ 151,819 |
| ODIN Seat Management                                     |          |           |            | \$ 26      | \$ 27      | \$ 28      | \$ 28      | \$ 25      | \$ 25      |
| <b>Stabilization</b>                                     |          |           |            |            |            |            |            |            |            |

\*PCS/ETDY Relocation Assistance moves from HR to FM in FY09

**Transition**

**Stabilization**

| (Contractor Staffing)   | <u>FY08</u>  | <u>FY09</u>  | <u>FY10</u>  | <u>FY11</u>  | <u>FY12</u>  | <u>FY13</u>  | <u>FY14</u>  |
|-------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>PPBE FY10 Submit</b> |              | <b>339.5</b> | <b>332.9</b> | <b>325.4</b> | <b>320.2</b> | <b>314.9</b> | <b>309.9</b> |
| Financial Management    |              | 118.8        | 116.5        | 112.3        | 110.2        | 108.0        | 106.0        |
| Human Resources         |              | 63.6         | 61.5         | 60.4         | 59.3         | 58.3         | 57.2         |
| Procurement             |              | 59.3         | 58.8         | 58.4         | 57.9         | 57.5         | 57.1         |
| Management & Admin      |              | 31.4         | 30.8         | 30.1         | 29.5         | 28.9         | 28.4         |
| Information Technology  |              | 30.9         | 30.5         | 30.1         | 29.8         | 29.4         | 29.0         |
| Cross Cutting Services  |              | 35.5         | 34.8         | 34.1         | 33.5         | 32.8         | 32.2         |
| <b>PPBE FY09 Submit</b> | <b>287.8</b> | <b>296.3</b> | <b>289.6</b> | <b>281.8</b> | <b>275.3</b> | <b>269.0</b> |              |
| Financial Management    | 66.3         | 63.9         | 63.2         | 62.6         | 62.0         | 61.3         |              |
| Human Resources         | 60.6         | 71.3         | 69.3         | 65.2         | 62.0         | 59.1         |              |
| Procurement             | 65.9         | 68.0         | 66.6         | 65.3         | 64.3         | 63.3         |              |
| Management & Admin      | 34.0         | 33.4         | 32.7         | 32.1         | 31.5         | 30.9         |              |
| Information Technology  | 27.0         | 26.5         | 25.0         | 24.5         | 24.1         | 23.6         |              |
| Cross Cutting Services  | 34.0         | 33.3         | 32.7         | 32.0         | 31.4         | 30.8         |              |
| <b>Delta</b>            |              | <b>43.2</b>  | <b>43.3</b>  | <b>43.6</b>  | <b>44.9</b>  | <b>45.9</b>  |              |
| Financial Management    |              | 54.9         | 53.3         | 49.7         | 48.2         | 46.7         |              |
| Human Resources         |              | (7.7)        | (7.8)        | (4.8)        | (2.7)        | (0.8)        |              |
| Procurement             |              | (8.7)        | (7.8)        | (6.9)        | (6.4)        | (5.8)        |              |
| Management & Admin      |              | (2.0)        | (1.9)        | (2.0)        | (2.0)        | (2.0)        |              |
| Information Technology  |              | 4.4          | 5.5          | 5.6          | 5.7          | 5.8          |              |
| Cross Cutting Services  |              | 2.2          | 2.1          | 2.1          | 2.1          | 2.0          |              |

# FY2010 PPBE NSSC Budget Trace

| (\$ in Millions)              | <u>FY08</u> | <u>FY09</u>  | <u>FY10</u>  | <u>FY11</u>  | <u>FY12</u>  | <u>FY13</u>  | <u>FY14</u> |
|-------------------------------|-------------|--------------|--------------|--------------|--------------|--------------|-------------|
| <b>FY2010 PPBE</b>            |             | <b>72.5</b>  | <b>72.4</b>  | <b>75.1</b>  | <b>76.5</b>  | <b>77.6</b>  | <b>77.5</b> |
| <b>Total Services</b>         |             | <b>55.2</b>  | <b>56.1</b>  | <b>58.6</b>  | <b>59.6</b>  | <b>60.6</b>  | <b>61.0</b> |
| Financial Management          |             | 24.7         | 24.9         | 26.1         | 26.5         | 26.8         | 26.9        |
| Human Resources               |             | 14.0         | 14.2         | 14.8         | 15.0         | 15.2         | 15.2        |
| Procurement                   |             | 14.6         | 15.0         | 15.8         | 16.2         | 16.6         | 16.8        |
| Liaison Support               |             | 0.8          | 0.7          | 0.6          | 0.6          | 0.7          | 0.7         |
| Agency Services (ODIN)        |             | 1.2          | 1.2          | 1.3          | 1.3          | 1.4          | 1.4         |
| <b>Training Purchases</b>     |             | <b>17.2</b>  | <b>16.4</b>  | <b>16.5</b>  | <b>16.9</b>  | <b>17.0</b>  | <b>16.6</b> |
| <b>FY2009 PPBE</b>            | <b>69.3</b> | <b>73.5</b>  | <b>74.7</b>  | <b>76.0</b>  | <b>77.0</b>  | <b>78.5</b>  |             |
| <b>Total Services</b>         | <b>51.7</b> | <b>55.8</b>  | <b>56.8</b>  | <b>58.4</b>  | <b>59.4</b>  | <b>61.0</b>  |             |
| Financial Management          | 18.6        | 19.0         | 19.2         | 20.1         | 20.6         | 21.3         |             |
| Human Resources               | 15.4        | 17.9         | 18.2         | 18.1         | 18.1         | 18.3         |             |
| Procurement                   | 16.5        | 17.7         | 18.1         | 18.9         | 19.3         | 20.0         |             |
| Liaison Support               | 1.2         | 1.2          | 1.3          | 1.3          | 1.4          | 1.5          |             |
| Agency Services (ODIN)        |             |              |              |              |              |              |             |
| <b>Training Purchases</b>     | <b>17.6</b> | <b>17.7</b>  | <b>17.9</b>  | <b>17.6</b>  | <b>17.6</b>  | <b>17.6</b>  |             |
| <b>Delta from FY2009 PPBE</b> |             | <b>(1.0)</b> | <b>(2.3)</b> | <b>(0.9)</b> | <b>(0.5)</b> | <b>(0.9)</b> |             |
| <b>Total Services (\$M)</b>   |             | <b>(0.6)</b> | <b>(0.7)</b> | <b>0.2</b>   | <b>0.2</b>   | <b>(0.4)</b> |             |
| <b>Total Services (%)</b>     |             | <b>-1.1%</b> | <b>-1.3%</b> | <b>0.3%</b>  | <b>0.4%</b>  | <b>-0.6%</b> |             |
| Financial Management          |             | 5.6          | 5.7          | 6.0          | 5.9          | 5.6          |             |
| Human Resources               |             | (3.9)        | (4.0)        | (3.4)        | (3.1)        | (3.1)        |             |
| Procurement                   |             | (3.1)        | (3.0)        | (3.0)        | (3.1)        | (3.4)        |             |
| Liaison Support               |             | (0.4)        | (0.6)        | (0.7)        | (0.8)        | (0.8)        |             |
| Agency Services (ODIN)        |             | 1.2          | 1.2          | 1.3          | 1.3          | 1.4          |             |
| <b>Training Purchases</b>     |             | <b>(0.5)</b> | <b>(1.6)</b> | <b>(1.1)</b> | <b>(0.7)</b> | <b>(0.5)</b> |             |



|  | Planned Rate | Actual Rate | Actual Utilization | Current Gain / (Loss) (\$Ks) |
|--|--------------|-------------|--------------------|------------------------------|
| <b>Financial Management</b>                |              |             |                    |                              |
| Payroll/Time & Attendance Processing       | \$321        | \$73        | 9,716              | \$2,409                      |
| Travel Services                            | \$69         | \$64        | 25,421             | \$147                        |
| <b>Human Resources</b>                     |              |             |                    |                              |
| Support to Personnel Programs subset       | \$238        | \$80        | 14,574             | \$2,299                      |
| SES Case documentation                     | \$3,079      | \$16,214    | 37                 | (\$486)                      |
| Employee Development and Training          | \$284        | \$266       | 4,857              | \$87                         |
| Employee Benefits subset                   | \$69         | \$6         | 14,574             | \$920                        |
| PCS and Extended TDY relocation assistance | \$187,061    | \$0         |                    | \$0                          |
| <b>Procurement</b>                         |              |             |                    |                              |
| Grants and Cooperative Agreements          | \$6,378      | \$2,757     | 686                | \$2,484                      |
| Training Purchases                         | \$249        | \$149       | 3,194              | \$320                        |
| Other Agency Procurement Services          | \$312,665    | \$203,129   | 10                 | \$975                        |
| <b>Training Purchases</b>                  |              |             |                    |                              |
| <b>Total EOY Actuals</b>                   |              |             |                    | <b>\$9,155</b>               |

***Earnings is Total Revenue - Cost of Service for each Unit of Service used by the centers.  
based on current actuals.***



# FY07 Earnings



|  | SLA<br>Rate<br>(\$) | Actual<br>Rate<br>(\$) | SLA<br>Utilization | Actual<br>Utilization | Actual<br>Gain/(Loss)<br>(\$K) | Adjust<br>for GHS<br>(\$K) |
|--|---------------------|------------------------|--------------------|-----------------------|--------------------------------|----------------------------|
| <b>Financial Management</b>            |                     |                        |                    |                       | <b>\$2,388</b>                 |                            |
| Payroll/Time & Attendance Processing   | 346                 | 168                    | 18,421             | 18,421                | \$3,465                        | 181                        |
| Travel Services                        | 71                  | 91                     | 79,032             | 76,426                | (\$1,077)                      | 404                        |
| <b>Human Resources</b>                 |                     |                        |                    |                       | <b>\$1,439</b>                 |                            |
| Support to Personnel Programs          | 285                 | 220                    | 18,519             | 18,516                | \$1,449                        | 237                        |
| Employee Development and Training      | 172                 | 145                    | 18,519             | 18,516                | \$664                          | 156                        |
| Employee Benefits                      | 95                  | 82                     | 18,519             | 18,516                | \$324                          | 89                         |
| Recruiting Events Logistics            | 5,046               | 15,139                 | 73                 | 38                    | (\$350)                        | 34                         |
| SES Case documentation                 | 4,124               | 21,317                 | 104                | 44                    | (\$702)                        | 55                         |
| PCS Relocation Assistance              | 1,454               | 1,168                  | 287                | 303                   | \$107                          | 21                         |
| Human Capital Information Environment  | 184                 | 207                    | 4,630              | 4,630                 | (\$53)                         | 56                         |
| Personnel Action Processing and Record | 0                   | 0                      | -                  | -                     |                                | 0                          |
| <b>Procurement</b>                     |                     |                        |                    |                       | <b>\$974</b>                   |                            |
| Grants and Cooperative Agreements      | 3,460               | 3,672                  | 2,453              | 1,891                 | \$4                            | 405                        |
| Training Purchases                     | 99                  | 180                    | 12,959             | 10,782                | (\$763)                        | 113                        |
| Other Agency Procurement Services      | 287                 | 176                    | 18,421             | 18,421                | \$2,229                        | 189                        |
| SBIR/STTR Contracts                    | 5,227               | 11,214                 | 356                | 93                    | (\$496)                        | 61                         |

2,000

Actual Rate = EOY Costs / Actual Utilization

Actual Earnings = (SLA Rate - Actual Rate) \* Actual Utilization +  
GHS Adjustment (\$2M pro-rated by total cost)

\* rates rounded to nearest dollar

|                                   |                |
|-----------------------------------|----------------|
| <b>Total EOY Service Earnings</b> | <b>\$4,802</b> |
| <b>GHS above FY07 Plan</b>        | <b>(2,000)</b> |
| <b>Total EOY Earnings</b>         | <b>2,802</b>   |
| <b>FY06 Earnings</b>              | <b>\$9,155</b> |
| <b>Cumulative Gain/Loss</b>       | <b>11,957</b>  |

# FY08 Projected Earnings

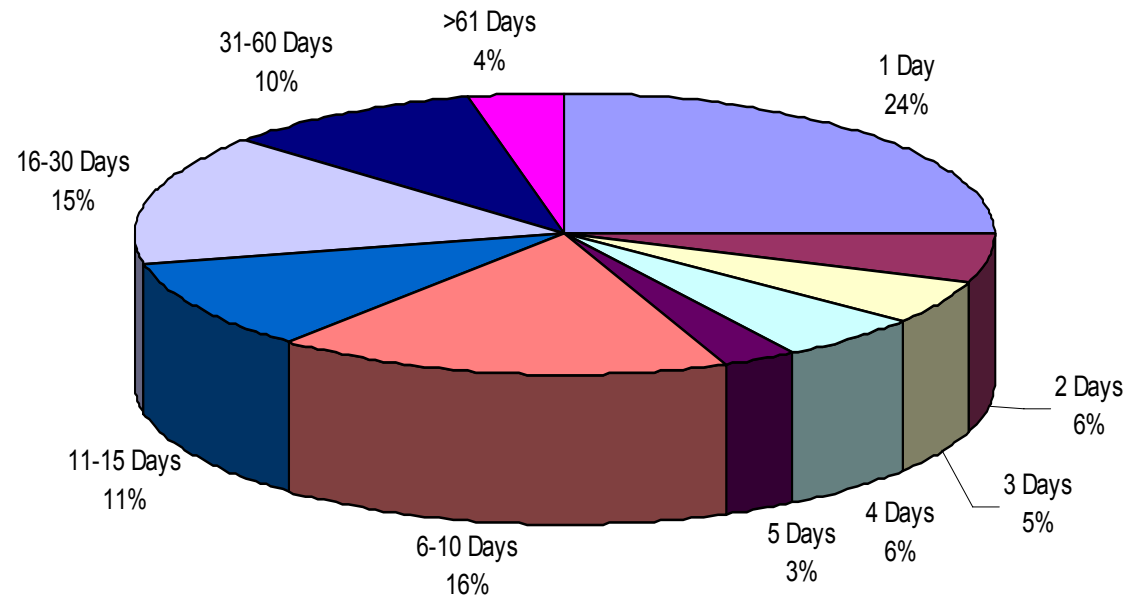


|  |                     |                        |                           |                    |                          |                                   | Direct FTE's |               |                   | Direct WYE's |               |                   |
|--|---------------------|------------------------|---------------------------|--------------------|--------------------------|-----------------------------------|--------------|---------------|-------------------|--------------|---------------|-------------------|
|  | SLA<br>Rate<br>(\$) | Actual<br>Rate<br>(\$) | Projected<br>Rate<br>(\$) | SLA<br>Utilization | Projected<br>Utilization | Projected<br>Gain/(Loss)<br>(\$K) | Plan         | YTD<br>Actual | EOY<br>Projection | Plan         | YTD<br>Actual | EOY<br>Projection |
|  |                     |                        |                           |                    |                          |                                   |              |               |                   |              |               |                   |
| Financial Management   |                     |                        |                           |                    |                          |                                   |              |               |                   |              |               |                   |
| Accounts Payable   | 259                 | 581                    | 380                       | 37,404             | 26,093                   | (\$3,162)                         | 13.3         | 6.3           | 6.7               | 78.6         | 52.1          | 56.2              |
| Accounts Receivable  | 241                 | 630                    | 454                       | 13,497             | 9,028                    | (\$1,923)                         | 5.0          | 3.4           | 3.7               | 22.4         | 15.6          | 15.5              |
| Payroll/Time & Attendance Processing                                     | 160                 | 107                    | 103                       | 20,018             | 20,018                   | \$1,143                           | 5.7          | 4.3           | 4.1               | 10.0         | 7.5           | 7.5               |
| Travel Services  | 60                  | 66                     | 72                        | 72,781             | 76,463                   | (\$911)                           | 9.1          | 7.7           | 7.6               | 12.4         | 19.2          | 19.9              |
| PCS Relocation Assistance  | 1,977               | 1,164                  | 1,481                     | 291                | 492                      | \$243                             | 0.3          | 0.3           | 0.4               | 3.5          | 3.5           | 3.4               |
| Human Resources  |                     |                        |                           |                    |                          |                                   |              |               |                   |              |               |                   |
| Support to Personnel Programs  | 165                 | 147                    | 153                       | 20,018             | 20,018                   | \$254                             | 1.9          | 3.4           | 3.1               | 13.2         | 9.6           | 9.5               |
| Employee Development and Training  | 156                 | 136                    | 146                       | 20,018             | 20,018                   | \$206                             | 2.9          | 1.3           | 1.2               | 14.0         | 14.1          | 14.5              |
| Employee Benefits  | 126                 | 157                    | 171                       | 20,018             | 20,018                   | (\$912)                           | 2.3          | 2.7           | 2.7               | 11.4         | 12.3          | 13.1              |
| SES Case documentation   | 10,201              | 9,026                  | 8,837                     | 105                | 64                       | \$87                              | 0.8          | 0.0           | 0.0               | 3.2          | 2.6           | 2.7               |
| Human Capital Information Environment                                    | 113                 | 130                    | 138                       | 20,018             | 20,018                   | (\$497)                           | 3.7          | 5.4           | 5.4               | 3.0          | 4.9           | 5.5               |
| Personnel Action Processing and Record                                   | 92                  | 220                    | 201                       | 27,863             | 15,142                   | (\$1,646)                         | 2.3          | 1.8           | 1.9               | 11.3         | 14.1          | 14.6              |
| Procurement  |                     |                        |                           |                    |                          |                                   |              |               |                   |              |               |                   |
| Other Agency Procurement Services  | 238                 | 125                    | 139                       | 20,018             | 20,018                   | \$1,979                           | 10.8         | 7.0           | 7.0               | 13.2         | 13.3          | 11.9              |
| Grants and Cooperative Agreements  | 3,453               | 3,214                  | 3,543                     | 2,196              | 2,196                    | (\$197)                           | 8.0          | 5.9           | 6.3               | 35.0         | 35.2          | 38.2              |
| SBIR/STTR Contracts  | 5,642               | 4,048                  | 4,586                     | 351                | 344                      | \$363                             | 2.3          | 1.7           | 1.5               | 8.8          | 7.4           | 6.8               |
| Offsite Training   | 136                 | 121                    | 132                       | 12,523             | 11,000                   | \$43                              | 4.5          | 4.5           | 4.6               | 5.4          | 5.4           | 5.4               |
| Onsite Training < \$25K & COTS   | 382                 | 1,201                  | 1,091                     | 978                | 421                      | (\$298)                           | 0.9          | 0.1           | 0.1               | 1.1          | 2.6           | 2.5               |
| Onsite Training > \$25K & NonCOTS  | 1,018               | 620                    | 753                       | 81                 | 74                       | \$19                              | 0.1          | 0.0           | 0.0               | 0.4          | 0.3           | 0.3               |
| Customer Satisfaction  |                     |                        |                           |                    |                          |                                   |              |               |                   |              |               |                   |
| Center Liaison Support   | 130,027             | 102,379                | 124,348                   | 9                  | 7                        | \$37                              | 9.0          | 7.0           | 6.5               |              |               |                   |
| Actual Rate = YTD Costs / YTD Utilization                                |                     |                        |                           |                    |                          |                                   |              |               |                   |              |               |                   |
| Projected Rate = Projected EOY Costs / Projected EOY Utilization         |                     |                        |                           |                    |                          |                                   |              |               |                   |              |               |                   |
| Projected Earnings = (SLA Rate - Projected Rate) * Projected Utilization |                     |                        |                           |                    |                          |                                   |              |               |                   |              |               |                   |
| * rates rounded to nearest dollar  |                     |                        |                           |                    |                          |                                   |              |               |                   |              |               |                   |
| Total EOY Service Earnings   |                     |                        |                           |                    |                          | (\$5,171)                         | 82.9         | 62.9          | 62.8              | 246.9        | 219.7         | 227.4             |
| Total FY06 Earnings  |                     |                        |                           |                    |                          | 9,155                             |              |               |                   |              |               |                   |
| Total FY07 Earnings  |                     |                        |                           |                    |                          | 2,802                             |              |               |                   |              |               |                   |
| Cumulative Gain/Loss   |                     |                        |                           |                    |                          | 6,785                             |              |               |                   |              |               |                   |

# Service Delivery Backup

## Failure Analysis – Accounts Payable

Distribution of Late Payments by Days Late  
(4/1/08 - 6/23/08)



## NSSC AP/AR/FBWT Sizing

|                     | Center<br>2002<br>Baseline* | NSSC 2002<br>Baseline*** | Center<br>Current**         | NSSC Staffing<br>THROUGH<br>December 2007 | NSSC<br>Current****         |  |
|---------------------|-----------------------------|--------------------------|-----------------------------|---|-----------------------------|--|
| Accounts Payable    | 112                         | 52<br>(46%)              | 151                         | 70 (46%)<br>(7 FTE/63 WYE)                | 95 (63%)<br>(11 FTE/88 WYE) |  |
| Accounts Receivable | 14                          | 11                       | 18                          | 18<br>(2 FTE/16 WYE)                      | 18<br>(2 FTE/16 WYE)        |  |
| FMS224/<br>FBWT     | Not<br>available            | 10                       | 16 +<br>Internal<br>Control | 17<br>(11 FTE/6WYE)                       | 17<br>(11 FTE/6 WYE)        |  |
| IT                  |                             |                          |                             | 2<br>(WYE)                                | 2<br>(WYE)                  |  |
| Miscellaneous       |                             |                          |                             |   | 4                           |  |
| Totals              | 126+                        | 73<br>(58%)              | 185+                        | 107 (20/85)<br>(58%)                      | 136 (24/112)<br>(74%)       |  |

## NSSC Benchmarking Activities

- Industry Benchmarking to identify commonly used efficiency indicators, identify processes associated with leading indicators, and identify rates for Shared Service Center (SSC), Combined Business Center (CBC), or Center Of Excellence (COE) financial services.
- Government Benchmarking to identify commonly used efficiency indicators, identify processes associated with leading indicators, and identify rates for Shared Service Center (SSC), Combined Business Center (CBC), or Center Of Excellence (COE) financial services.
- The Benchmarking initiative will be used for comparison of NSSC costs, rates, and processes to industry and government.

## Industry Benchmarking Activities

- Statement Of Work (SOW) for Industry benchmarking released to vendors on March 25th for 120 day benchmarking study:
  - Vendor response for Accounts Payable, Travel & Expense, and Payroll Processing received
  - Contract Award expected by May 31st
- Report will include Industry Benchmarking
  - Detailed description of industry cost and productivity indicators
  - Industry services and business processes for each activity
  - Industry leading practices
  - Comparison to NSSC costs and processes

## Future HRIS Transitions

- Competency Management System (CMS), October 2008
- Entry on Duty System (EODS), January 2009
- Workforce Transformation Tracking System (WTTS), January 2009
- Workforce Integrated Management System (WIMS), May 2009